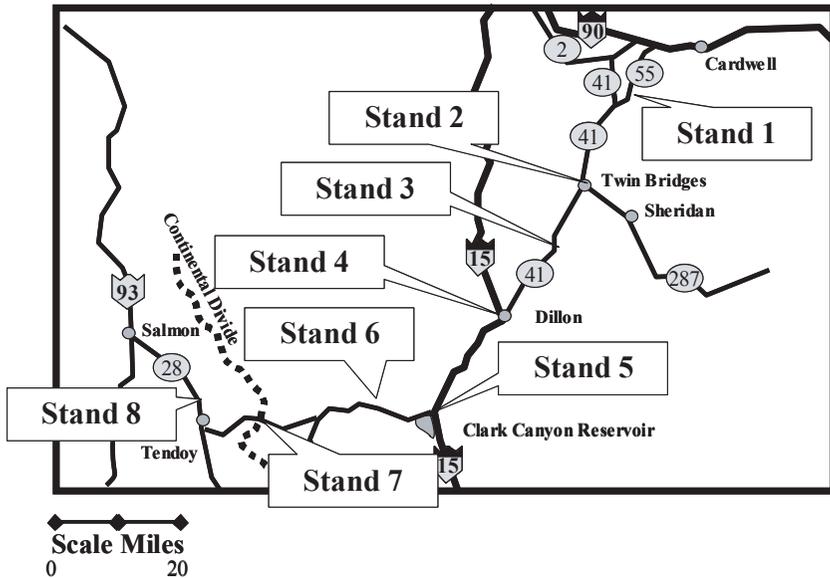


Day 3
The Jefferson River to the Shoshone Indians
(30 July to 24 August 1805)



Map 3-1

Begin the day at Three Forks, MT

Stand 1, The Endless River (near Waterloo, MT)

Stand 2, The Forks of the Jefferson (Twin Bridges, MT)

Stand 3, Beaverhead Rock (south of Twin Bridges, MT)

Stand 4, Clark Overlook (Dillon, MT)

Stand 5, Camp Fortunate (Camp Fortunate Overlook south of Dillon, MT)

Stand 6, Failed Contact with the Shoshone (Grant, MT)

Stand 7, Lemhi Pass

7A: Headwaters of the Missouri (east of Lemhi Pass, west of Grant, MT)

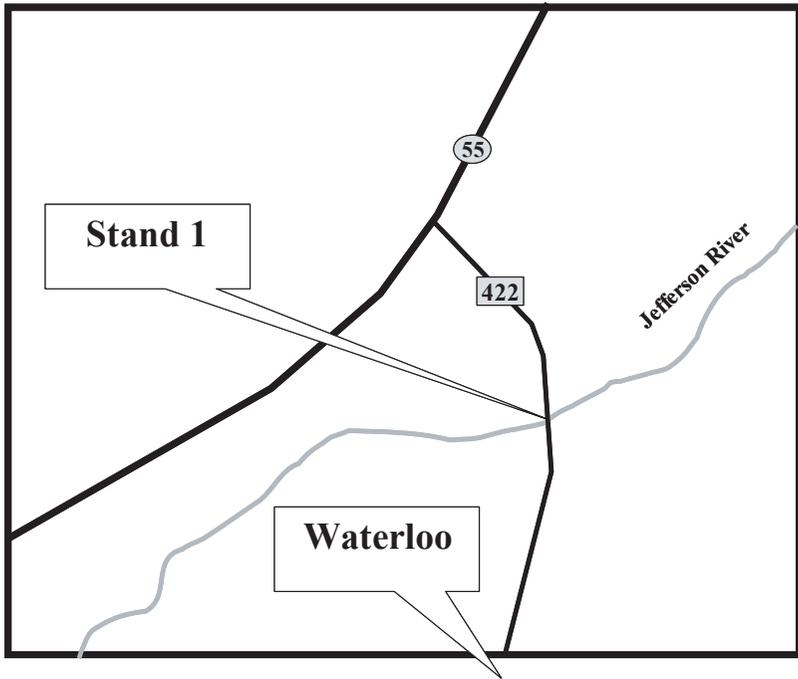
7B: Lemhi Pass (west of Grant, MT)

7C: Headwaters of the Columbia (West of Lemhi Pass)

Stand 8, The Shoshone Indians (north of Tendoy, ID)

End day at Salmon, ID

Day 3
Stand 1 (The Endless River)



Map 3-2

Stand 1
The Endless River
(30 July to 3 August 1805)

Directions: At Three Forks, Montana, go west on Highway 2 and then take Highway 55 south at Whitehall, Montana. Watch for mile marker 3 and then turn left on Road 422 to Waterloo. Park the vehicles before crossing the bridge. Walk to the northeast corner of the bridge and orient to the southeast.

Orientation (See Visual 3-1, Appendix D): We are currently 41 miles to the west of the Three Forks. The Corps of Discovery traversed this section of the river between 30 July and 4 August 1805. The river channel today is much like it was in 1805.

Situation: The Corps of Discovery departed the Three Forks on 30 July 1805. While exploring the area Lewis lost track of the canoes and ended up camping alone that night. The next morning he was unsure whether he was ahead of the canoes or behind them. He decided, incorrectly, that he was behind the main body and attempted to catch up with the canoes. Fortunately, he made contact with one of the hunters, who informed him the canoes were behind them. The next morning Lewis moved out with Sergeant Gass, Drouillard, and Charbonneau on an overland expedition to find the Shoshone. Meanwhile, Clark struggled up the Jefferson with the main body of the corps. His group had to contend with low water, strong currents, and countless bends and curves in the river. It took Clark's group five days to move the 41 miles from the Three Forks to the vicinity of present-day Waterloo, Montana. Clark had a sore ankle and was not able to help with the poling and dragging of the canoes. He spent most of the time hunting on the shore and kept the group supplied with fresh meat. The NCOs took charge of the canoe movement and, at times, had to double up canoe crews to drag the boats over the shoals. The journals provide few details on how Clark and the NCOs motivated the soldiers of the corps to continue. However, the leadership challenge was probably very significant considering the tremendous physical effort required to maintain westward movement. The corps camped the evening of 3 August 1805 near today's Parson Bridge on Montana Highway 422. Lewis' advance party was 14 miles to the south in the vicinity of the forks of the Jefferson.

Vignette 1: "The river so rapid that the greatest exertion is required by all to get the boats on..." (Captain Clark, 1 August, quoted in Gary Moulton,

ed., *The Journals of the Lewis & Clark Expedition*, vol. 5, 29.) They made 13 miles that day.*

Vignette 2: “we proceeded on with great difficulty from the rapidity of the current & rapids, abt. 15 miles...” (Captain Clark, 2 August 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 5, 34.)

Vignette 3: “the river more rapid and Sholey than yesterday... we are obliged to haul over the canoes sholey in many places where the islands are numerous and bottom sholey...we encamped on an Island above a part of the river which passed thro a rocky bed enclosed on both sides with thick willow current & red buries... (Captain Clark, 3 August 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 5, 38-39.)

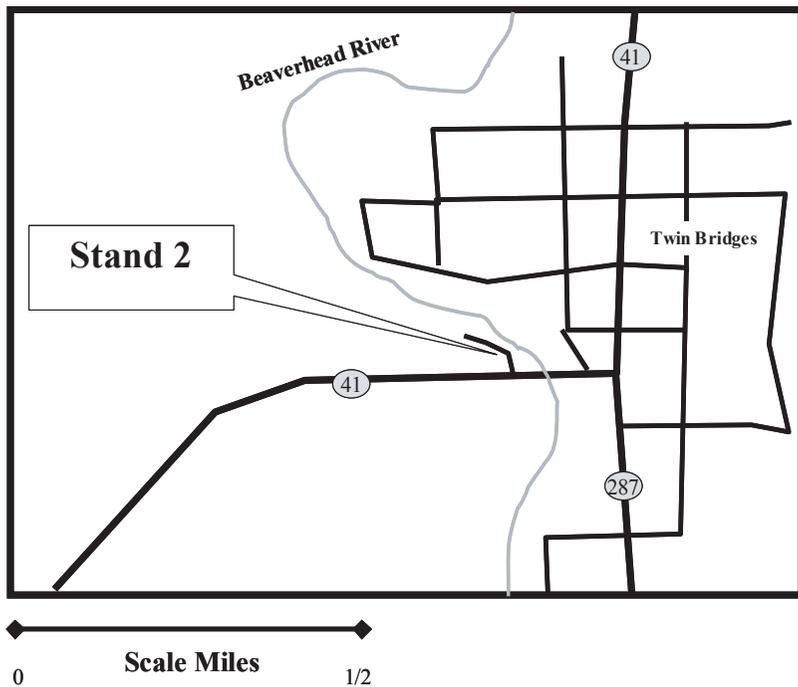
Vignette 4: “passed verry rapid water we have to double man the canoes and drag them over the Sholes and rapid places. we have to be in the water half of our time... the River gitting more rapid the rapids longer...” (Sergeant Ordway, 3 August 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 9, 195.)

Teaching Point:

Loyalty. Brigadier General S.L.A. Marshall, in *Men Against Fire*, stated: “Loyalty is the big thing, the greatest battle asset of all. But no man ever wins the loyalty of troops by preaching loyalty. It is given to him as he proves his possession of the other virtues (FM 22-100, 2-3).” Did the soldiers of the Corps of Discovery demonstrate *loyalty* to their unit and their leaders? How did the captains and their NCOs win the loyalty of their men?

* All vignettes retain the enigmatic writing of the journalists. See the introduction to Section III for an explanation of the editorial principles used with the journal entries.

Day 3
Stand 2 (The Forks of the Jefferson)



Map 3-3

Stand 2
The Forks of the Jefferson
(3 to 8 August 1805)

Directions: Continue south on Highway 55 until it merges with Highway 41. Then continue south on Highway 41 to Twin Bridges, Montana. At Twin Bridges, follow Highway 41 across the bridge and immediately turn into the rest area on the right side of the road.

Orientation (See Visuals 3-2, 3-3, and 3-4, Appendix D): Both the geography and the names of the forks of the Jefferson have changed significantly since 1805. The river to the front is today's Beaverhead. The captains referred to the river as the Jefferson. To the northwest is today's Big Hole River, which Lewis called the Wisdom; and to the east is today's Ruby, which Lewis called the Philanthropy. Today the forks of the two major rivers, the Beaverhead/Jefferson and Big Hole/Wisdom, are 1 1/8 miles to the north. In 1805 the junction was 3/4 mile to the south. You are currently located at a bend of the river with the water to the front flowing momentarily to the west. Just downstream, the river bends again and resumes its general course to the northeast.

Situation: While Clark's group struggled up the Jefferson, Lewis' advance party forged ahead, hoping to find the Shoshone Indians. The advance party camped just short of the forks of the Jefferson on 3 August 1805. The next morning the advance party arrived at the forks. Lewis decided the center fork was the main channel and the course for the Corps of Discovery to follow. His analysis was that the eastern fork veered too far to the south, not the correct route to the mountains. The western fork was a larger branch of the river and flowed directly toward the mountains. However, because it flowed much colder than the center branch, he reasoned that the center fork must come a greater distance, making it the main channel. Lewis decided to spend time exploring the area to allow Clark to catch up. He left a note for Clark to take the center fork and used the remainder of the day to explore. He first examined the eastern fork and then backtracked to the western fork to camp for the evening. The next day he moved cross-country to a high ground overlook. There he confirmed his original estimate that the center fork was the main channel, but he saw no sign of the Shoshone Indians. He then moved to the center fork and camped for the evening planning to move back to the river junction the following morning to link up with Captain Clark.

Captain Clark reached the junction on 5 August. Unfortunately, Lewis' note was gone. More than likely a beaver had carried it away because it was on a green willow branch. In the absence of Lewis' note, Clark selected the western fork. He had also ruled out the eastern fork because it veered too far to the south. However, he chose the western fork because it moved in the most westerly direction. He led his group up the western fork and then camped for the evening. On 6 August Lewis moved back to the junction to wait for Clark, not realizing Clark had already passed to the west. Meanwhile, Clark continued his movement up the western fork. Fortunately he made contact with Drouillard, the corps' designated hunter. Drouillard informed Clark that he should be on the middle fork.

Unfortunately, in the process of reversing course, the men overturned three of the canoes and drenched many of the valuable supplies. The noise of recovering their spilled items and drying out the equipment attracted Lewis to Clark's location. Reunited, the entire Corps of Discovery camped at the forks to rest and to allow the provisions time to dry. The captains named two tributaries for two of Jefferson's virtues. They called the eastern fork the Philanthropy River; today it is called the Ruby River. They named the western fork the Wisdom River; today it is the Big Hole River. The captains continued to call the center fork the Jefferson (today's Beaverhead River).

On 7 August the corps rested and dried out equipment. The captains decided, because of their reduced supply stocks, to cache one canoe. It meant the weary men had one less canoe to drag and pole upriver, and it provided more hunters to search for scarce game. The captains were ready to proceed on the next morning, but one of the hunters, Private Shannon, was missing. They were very concerned about Shannon; he had also been lost in late 1804 for over two weeks and nearly starved to death. The next morning, 8 August 1805, they remained in the area of the forks to search for Shannon. That afternoon they detailed Private Reubin Field to remain behind to continue the search, and the balance of the corps resumed its journey.

Vignette 1: “we encamped this evening after sunset having traveled by estimate 23 miles. from the width and appearance of the valley at this place I conceived that the river forked not far above me and therefore resolved the next morning to examine the adjacent country more minutely.” (Captain Lewis, 3 August 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 5, 36.)

Vignette 2: “we passed a handsome little river which meanders through this valley; it is about 30 yds wide, affords a considerable quantity of water and appears as if it might be navigated some miles... I now changed my rout to S.W. passed a high plain which lies between the valleies and returned to the South valley, in passing which I fell in with a river about 45 yds. wide... still continuing down ... and at the distance of three miles further arrived at it’s junction with a river 50 yds wide which Comes from the S.W. and falling into the South valley runs parallel with the middle fork about 12 miles before it forms a junction... the middle fork is gentle and possesses about 2/3rds as much water as this stream. It’s course so far as I can observe it is about S.W. and from the opening of the valley I believe it still bears more to the West above... it’s water is much warmer then the rapid fork and it’s water more turbid; from which I conjecture that it has it’s sources at a greater distance in the mountains and passes through an opener country than the other...” (Captain Lewis, 4 August 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 5, 41-42.)

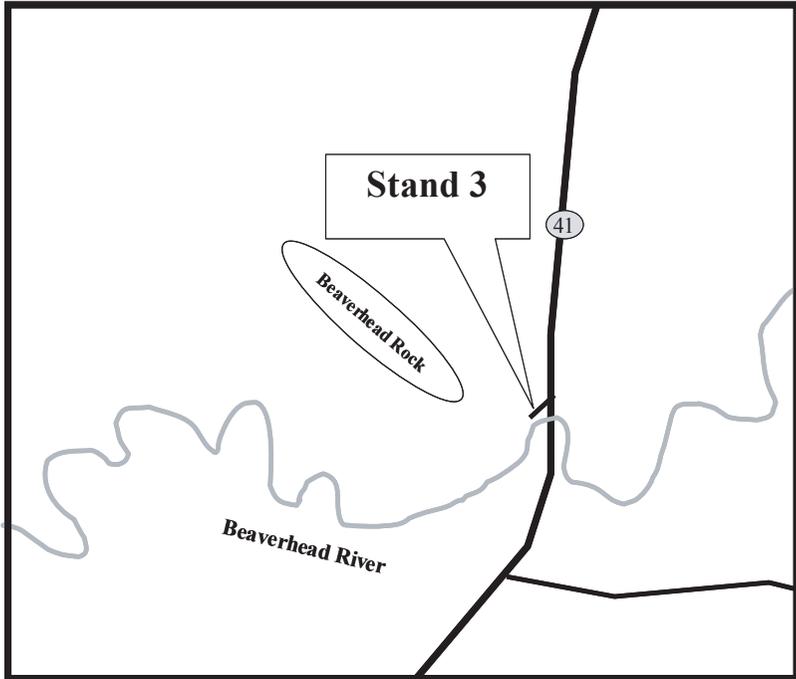
Vignette 3: “...called the bold rapid and clear stream *Wisdom*, and the more mild and placid one which one which flows in from the S.E. *Philanthrophy*, in commemoration of two of those cardinal virtues, which have so eminently marked that deservedly selibrated character through life.”(Captain Lewis, 6 August 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 5, 54.)

Vignette 4: “I am fearful he is lost again. this is the same man who was separated from us 15 days as we came up the Missouri [in South Dakota] and subsisted 9 days of that time on grapes only.” (Captain Lewis, 6 August 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 5, 53-54.) [Note: Shannon rejoined the corps on 9 August.]

Teaching Point:

Army Values and Taking Care of Soldiers. FM 22-100 states that *Taking Care of Soldiers* means creating a disciplined environment where soldiers can learn and grow. The field manual goes on to state that leaders take care of soldiers when they treat them fairly, refuse to cut corners, share their hardships, and set examples. How do the captains’ decisions and actions in their struggle up the Jefferson River demonstrate today’s Army values and specifically exemplify taking care of soldiers?

Day 3
Stand 3 (Beaverhead Rock)



Map 3-4

Stand 3
Beaverhead Rock
(8 – 11 August 1805)

Directions: Continue south on Highway 41. At mile marker 15, watch for the turnout just north of the bridge over the Beaverhead River and park the vehicles.

Orientation (See Visual 3-4, Appendix D): The large rock formation to the northwest is called Beaverhead Rock. Just to the south is the Beaverhead River (referred to by the captains as the Jefferson River). The river today looks much like it did in 1805. The route just driven closely parallels the river route taken by the Corps of Discovery. The camp at the forks is 13 miles to the northeast.

Situation: This section of the river was extremely difficult for the Corps of Discovery. The men continued to pull, drag, and pole the canoes upriver against a strong current. The shallow water and numerous bends and turns in the river created additional challenges. Although they were making several miles of movement along the river, their actual progress to the west was minimal. The men's morale and energy, due to the heavy labor and slow progress, continued to decline daily. Sacagawea provided a needed morale boost when she recognized the mountain chain to the west and stated that the homeland of her people was not very distant. Sacagawea's observations boosted morale but did not solve the problem of finding the Shoshone and getting over the mountains before the winter.

The captains discussed the situation that evening in camp. Lewis seemed almost desperate to find the Shoshone. The captains decided that Lewis would push ahead with an overland expedition to find the Indians. Clark, though more experienced in dealing with Native Americans, was not able to lead the advance party because of an abscess on his ankle. Lewis pushed ahead on 9 August with Drouillard and Privates McNeal and Shields. Clark and his group continued to struggle upriver with the canoes, only averaging about 4 or 5 miles a day. On 10 August, Clark noted a remarkable cliff, today's Beaverhead Rock. The next day Clark noted in his journal that the corps had traveled 3,000 miles by river since leaving St. Louis.

Vignette 1: “the Indian woman recognized the point of a high plain to our right which she informed us was not very distant from the summer retreat of her nation on a river beyond the mountains which runs to the

west... she assures us that we shall either find her people on this river or on the river immediately west of it's source; which from it's present size cannot be very distant..." (Captain Lewis, 8 August 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 5, 59.)

Vignette 2: "as it is now all important with us to meet with those people as soon as possible, I determined (to leave the charge of the party, and the care of the lunar observations to Capt. Clark; and) to proceed tomorrow with a small party to the source of the principal stream of this river and pass the mountains to the Columbia; and down that river until I found the Indians; in short it is my resolution to find them or some others, who have horses if it should cause me a trip of one month. for without horses we shall be obliged to leave a great part of our stores, of which, it appears to me that we have a stock already sufficiently small for the length of the voyage before us." (Capt Lewis, 8 August 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 5, 59.)

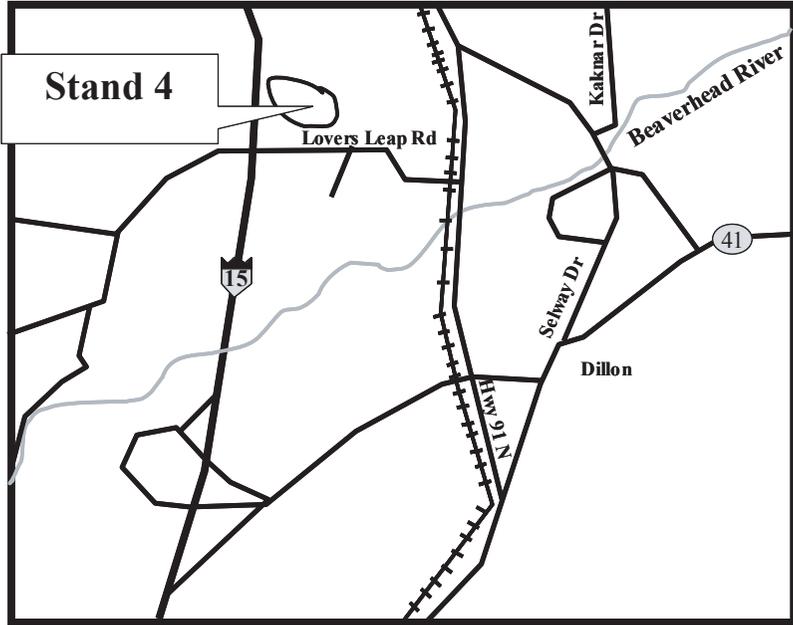
Vignette 3: "we proceeded on passed a remarkable clift point on the Stard. Side about 150 feet high, this Clift the Indians call the *Beavers* head..." (Captain Clark, 10 August 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 5, 66.)

Vignette 4: "passed a large Island which I call the 3000 mile Island as it is Situated that distance from the mouth of the Missouri by water..." (Captain Clark, 11 August 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 5, 72.)

Teaching Point:

Problem Solving. The draft FM 5-0, *Planning*, identifies seven steps in the *problem solving* process: (1) Problem Definition; (2) Information Gathering; (3) Course of Action (COA) Development; (4) COA Analysis; (5) COA Comparison; (6) Decision; and (7) Execution and Assessment. Using these modern criteria, evaluate the captains' decision to send an advance party in search of the Shoshone Indians.

Day 3
Stand 4 (Clark Overlook)



Map 3-5

Stand 4
Clark Overlook
(9 to 13 August 1805)

Directions: Continue south on Highway 41 into Dillon. In Dillon turn right (west) on Frontage Road/Old US 91. At .6 miles the road passes over the Beaverhead River. After crossing the bridge, turn left and cross the railroad tracks and park. Take the walking path to the top of the rock outcrop.

Orientation (See Visual 3-5, Appendix D): To the south is the Beaverhead River (called the Jefferson by the captains). The Corps of Discovery moved along the river from the north (left) to the south (right). Although the river has changed course slightly since 1805, the general appearance of the river with its numerous bends and turns is very much how it must have appeared to the members of the corps.

Situation: Lewis' advance party departed the vicinity of Beaverhead Rock on 9 August 1805 and then camped near present-day Dillon that evening. His lightly equipped party was able to march 14 miles that day. On the other hand, Clark's group, burdened with the heavily loaded canoes, took five days to cover the same distance. The journals of Private Whitehouse and Sergeants Gass and Ordway speak of making 12 to 15 miles a day. However, their estimates refer to the distance traveled on the river, with its numerous turns and bends. The Corps of Discovery was actually making less than 5 miles a day. The men were exhausted and wanted to abandon the canoes. They believed that, if allowed to carry the essential supplies on their backs, they could make better progress by striking out on land. Clark realized that their essential on-hand supplies exceeded their present on-land haul capabilities. The captains were determined to hold onto the canoes until the supplies could be transferred to horses. Today we know few of the details other than that the "men complained very much" and that Clark had to "pacify them." It must have been a tremendous leadership challenge for Clark and the NCOs to keep the men moving.

On 13 August, Clark's group passed through the area occupied by present-day Dillon. There Clark climbed a small rocky hill known today as Clark's Overlook. He probably hoped to see an end to the *endless* river. What he saw was the long and winding course of the river and, in the far distance, a gap in the mountains. After Clark rejoined the canoes, his contingent continued to work its way upriver until evening, when the men camped about 2 miles south of the overlook.

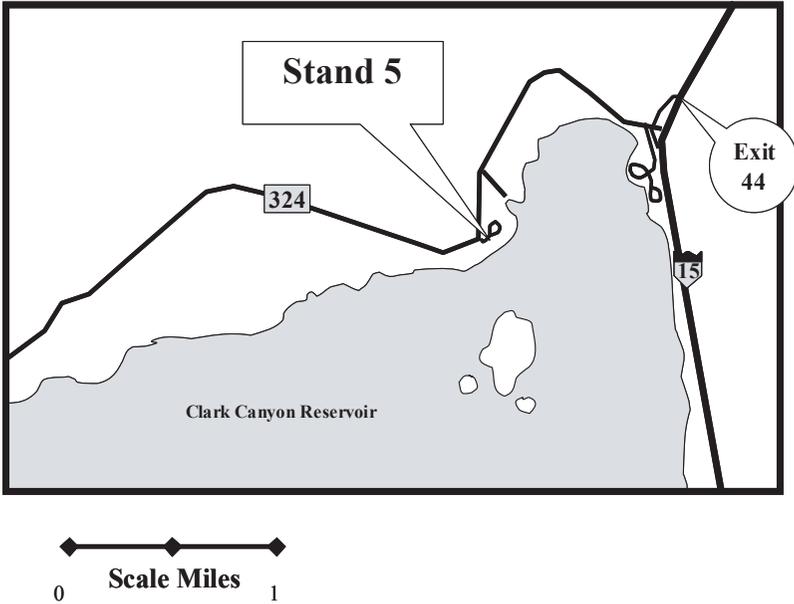
Vignette 1: “We set out early (Wind N E) proceeded on passed Several large Islands and three Small ones, the river much more Sholey than below which obliges us to haul the Canoes over those shoales which Suckceed each other at Short intervalles emencely laborious men much fatigued and weakened by being continually in the water drawing the Canoes over the shoales encamped on the Lard side men complain verry much of the emence labour they are obliged to undergo & wish much to leave the river. I pacify them...” (Captain Clark, 12 August 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 5, 75-76.)

Vignette 2: “This morning Capt. Clark set out early having previously dispatched some hunters ahead. it was cool and cloudy all the forepart of the day. at 8 A.M they had a slight rain. they passed a number of shoals over which they were obliged to drag the canoes; the men in water 3/4ths of the day, the[y] passed a bold runing stream 7 yards wide on the Lard. side just below a high point of Limestone rocks. this stream we call McNeal’s Creek after Hugh McNeal one of our party... S. 30° W. 4 ... The river very crooked and bends short. (Captain Lewis, 13 August 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 5, 83-84.)

Teaching Point:

Honor. *Honor* holds Army values together while, at the same time, is a value itself. How did Captain Clark demonstrate the Army value of honor during the difficult movement up the Jefferson River? How did the soldiers of the Corps of Discovery demonstrate honor?

Day 3
Stand 5 (Camp Fortunate)



Map 3-6

Stand 5
Camp Fortunate
(9 - 24 August 1805)

Directions: From Dillon, take Interstate 15 south to exit 44 and then turn right on Route 324. At approximately 1.5 miles, turn into the Camp Fortunate Overlook.

Orientation (See Visuals 3-5 & 3-6, Appendix D): The Clark Canyon Reservoir has significantly changed the lay of the land. In 1805 this hill overlooked the forks of the Beaverhead/Jefferson River. The left-hand fork flowed to the east of the large rock island to the front, and the west fork passed between our current location and the island to the west. Barely discernable Indian roads followed both forks.

Situation: Lewis found an Indian trail, which he called a road, to the southwest of present-day Dillon. He followed the road past “Rattlesnake Cliffs” and arrived at the forks of the Jefferson River on 10 August 1805. The Indian road divided and followed both branches of the Jefferson. One fork, today’s Horse Prairie Creek, led to the west. The other fork, known today as the Red Rock River, flowed from the southwest. He considered both forks to be non-navigable and decided that this would be the point where the Corps of Discovery switched from a waterborne to a land expedition. He was uncertain which path to follow, so he sent scouts to examine each trail to determine which was the most used by the Indians. Lewis decided to follow the south fork based on the information provided to him by the scouts. He left a note for Clark recommending that he wait at the forks for his return. Lewis was very careful to choose a dry willow branch to prevent the same mishap that occurred at the previous fork in the river. After less than 2 miles on the road, Lewis changed his mind. He found little evidence of significant use and no sign that horses had been down the road. As a result Lewis decided to return to the western track. He sent Drouillard back to the forks with a second note for Captain Clark and then proceeded up the western fork. Lewis remained on the west side of the divide from 12 to 15 August 1805 (see Day 4 for additional details about Lewis’ actions on the west side of the divide), then returned to the forks on the 16th to link up with Captain Clark.

Clark arrived at the forks on 17 August. The reunited corps established a camp, which the captains called Camp Fortunate. They used the camp to rest and reorganize the corps in preparation for the transition from waterborne movement to land movement. Camp Fortunate was also the

location of the initial negotiations conducted with the Shoshone for horses (See Day 4, Stand 3 for more details on the negotiations):

On the evening of 17 August, the captains discussed the situation and adopted their familiar strategy of dividing tasks and responsibilities. They decided that Clark would lead 11 men with tools over the mountain to examine the western rivers (see Day 4, Stand 4 for more details on the Salmon River Reconnaissance). Lewis would remain at Camp Fortunate and prepare the equipment for transport over the mountains.

Lewis stayed at Camp Fortunate from 17 to 24 August 1805. During that period he selected necessary equipment for transport by packhorses and established a cache for the excess. He did not anticipate getting the number of horses he needed and wanted to lighten the load for the available horses. Lewis also celebrated his 31st birthday, 18 August 1805, by trading with the Indians and reflecting upon his life. His horse trading that day was very successful; he and the men used pieces of their uniforms, knives, and other small articles to get horses. His reflections on life were a combination of moody thoughts about his past accomplishments and a determination to do better in the future. He decided on 24 August that he needed to move the corps to the west side of the divide and there barter for more horses at the main Shoshone village. Lewis led the corps west from Camp Fortunate that day at noon. He had about a dozen horses and a mule, all heavily laden with supplies. He estimated the corps would require at least 25 horses to successfully traverse the mountains.

Vignette 1: “we continued our rout along the Indian road which led us sometimes over the hills and again in the narrow bottoms of the river till at the distance of fifteen Ms. from rattle snake Clifts we arrived at a handsome open and leavel vally where the river divided itself nearly into two equal branches; here I halted and examined those streams and readily discovered from their size that it would be vain to attempt the navigation of either any further... I was now determined to pursue that which appeared to have been the most traveled this spring. in the meantime I wrote a note to Capt. Clark informing him of the occurrences which had taken place, recommending it to him to halt at this place untill my return... accordingly I put up my note on a dry willow pole at the forks, and set out up the SE fork, after proceeding about 1 ½ miles I discovered that the road became so blind that it could not be that which we had followed to the forks of Jefferson’s river, neither could I find the tracks of the horses which had passed early in the spring along the other; I therefore determined to return and examine the other myself, which I did, and found that the same horses had passed up the West fork which was reather largest, and more

in the direction that I wished to pursue; I therefore did not hesitate about changing my rout but determined to take the western road. I now wrote a second note to Capt C. informing him of this change and sent Drewyer to put it with the other at the forks and waited untill he returned..." (Captain Lewis, 10 August 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 5, 64-65.)

Vignette 2: "... it was mutually agreed that he (Capt. Clark) should set out tomorrow morning with eleven men furnished with axes and other necessary tools for making canoes, their arms accoutrements and as much of their baggage as they could carry... In the mean time I was to bring on the party and baggage to the Shoshone Camp, calculating that by the time I should reach that place that he would have sufficiently informed himself with respect to the state of the river . . . as to determine us whether to prosicute our journey from thence by land or water.... The sperits of the men were now much elated at the prospect of geting horses." (Captain Lewis, 17 August 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 5, 113.)

Vignette 3: "This day I completed my thirty first year, and conceived that I had in all human probability now existed about half the period which I am to remain in this Sublunary world. I reflected that I had as yet done but little, very little indeed, to further the hapiness of the human race, or to advance the information of the succeeding generation. I viewed with regret the many hours I have spent in indolence, and now soarly feel the want of that information which those hours would have given me had they been judiciously expended. but since they are past and cannot be recalled, I dash from me the gloomy thought and resolved in future, to redouble my exertions and at least indeavour to promote those two primary objects of human existence, by giving them the aid of that portion of talents which nature and fortune have bestoed on me; or in future, to live for *mankind*, as I have heretofore lived *for myself*." (Captain Lewis, 18 August 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 5, 118.)

Vignette 4: "at twelve Oclock we set out and passed the river below the forks, directing our rout towards the cove along the track... most of the horses were heavily laden, and it appears to me that it will require at least 25 horses to convey our baggage along such roads as I expect we shall be obliged to pass in the mountains. I had now the inexpressible satisfaction to find myself once more under way with all baggage and party..." (Captain

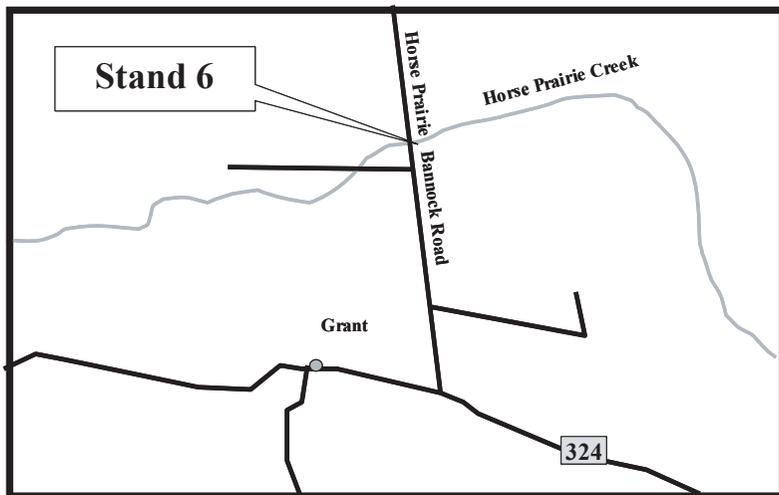
Lewis, 24 August 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 5, 158.)

Teaching Points:

Respect. In the Army, *respect* means recognizing and appreciating the inherent dignity and worth of all people. The captains fostered a climate in which everyone was treated with dignity and respect. How did the captains' efforts foster the Army value of respect contribute to the development of a more disciplined and cohesive Army unit?

Facilities. The captains and their NCOs recognized the importance of providing adequate *facilities* for their men. In most cases, the unit "camped out." However, the captains established temporary and semi-permanent facilities based on mission requirements. They established camps to rest and regroup in preparation for different phases of the operation. Examples of semi-permanent camps included Fort Mandan for the winter of 1804 and Fort Clatsop for the winter of 1805. Examples of temporary camps include Camp Fortunate and Camp Travelers' Rest. Evaluate the captains' decision to establish Camp Fortunate (17-24 August 1805).

Day 3
Stand 6
(Failed Contact with the Shoshone Indians)



Map 3-7

Stand 6
Failed Contact with the Shoshone Indians
(10 – 12 August 1805)

Directions: Continue west on Route 324 about 11 miles and, just short of Grant, Montana, turn right (north) on Horse Prairie Bannock Road. Travel approximately 1 mile and park short of the small bridge.

Orientation (See Visual 3-7, Appendix D): Captain Lewis and his advance party entered this valley on 10 August 1805. His group moved along the small creek from east to west. Lewis referred to the creek as the west fork. Today it is called Horse Prairie Creek.

Situation: Lewis passed by the forks and the future location of Camp Fortunate on 10 August. He left a note for Clark to wait there for him to return and then continued to move west. That evening his group camped at the base of a prominent hill just to the east of today's Grant, Montana. He believed the Corps of Discovery had already passed through two grand chains of the Rockies and had ascended to a great height along the gradual river valleys. Lewis was confident he was nearing the top of the Rocky Mountains, and the Columbia River was just ahead.

Lewis set out early the next morning. He had Drouillard and Private Shields on each flank searching for signs of the Indian road. They had covered about 5 miles when Lewis spotted a mounted Indian. The captains had been trying to contact these Indians since mid July 1805, and in that time they had sent five overland expeditions ahead to search for them. Lewis had commanded three and Clark two. In each case, the advance party had consisted of four or five well-armed men. The Shoshone interpreter, Sacagawea, had not been a member of any of the expeditions. There is no record that the captains ever interviewed Sacagawea about how best to make first contact, although they did ask her for the Shoshone word for "White Men." There is also no record that the captains discussed how to conduct the initial meeting. In more modern terms they did not wargame or rehearse the contact. Stephen E. Ambrose stated in *Undaunted Courage* that Lewis "... just blundered ahead on the unshakable and unacknowledged assumption that he was such an expert in handling Indians that when he met a Shoshone he would know instinctively what to do."

Lewis advanced to within 200 paces of the Indian and made the sign for friendship. The Indian was wary of the two white men moving on his flanks and retreated from them. Lewis yelled what he thought was the Shoshone word for friendship and signaled for his men to halt. Drouillard

obeyed, but unfortunately Shields did not see the signal and continued to advance. The Indian feared a trap and galloped off into the brush. Lewis, very disappointed in the failed contact, vented his frustration upon the unfortunate Private Shields.

After failing to relocate the lone Indian, Lewis resumed his westward trek, again following the west fork and the Indian trail. His group camped that evening about 17 miles to the west of today's Grant, Montana. Despite his failure to meet the Indians he was diligently seeking, Lewis awoke the next morning confident he would soon find a passage over the mountains and drink from the Columbia River.

Vignette 1: "the mountains do not appear very high in any direction tho' the tops of some of them are partially covered with snow. this convinces me that we have ascended to a great hight since we have entered the rocky Mountains, yet the ascent has been so gradual along the vallies that it was scarcely perceptible by land. I do not believe that the world can furnish an example of a river running to the extent which the Missouri and Jefferson's rivers do through such a mountainous country and at the same time so navigable as they are. if the Columbia furnishes us such another example, a communication across the continent by water will be practicable and safe." (Captain Lewis, 10 August 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 5, 65.)*

Vignette 2: "he [the Indian] remained in the same stedfast poisture untill I arrived in about 200 paces of him when he turned his hose about and began to move off slowly from me; I now called to him as loud a voice as I could command repeating the word *tab-ba-bone*, which in their language signifyes *white man*. But loking over his sholder he still kept his eye on Drewyer and Sheilds who wer still advancing neither of them haveing segacity enough to recollect the impropriety of advancing when they saw me thus in parley with the Indian. I now made a signal to these men to halt, Drewyer obeyed but Shields who after wards told me that he did not obseve the signal still kept on ... I believe he would have remained untill I came up whith him had it not been for Shields who still pressed forward. Whe[n] I arrived within about 150 paces ... he suddonly turned his hose about ... and disapeared in the willow brush in an instant and with him vanished all my hopes of obtaining horses for the preasent... I fet soarely chagrined at the conduct of the men particularly Sheilds to whom

* All vignettes retain the enigmatic writing of the journalists. See the introduction to Section III for an explanation of the editorial principles used with the journal entries.

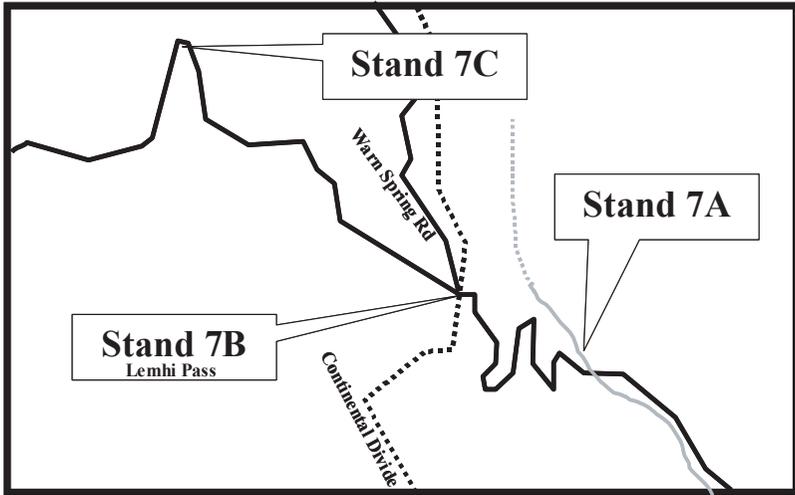
I principally attributed this failure in obtaining an introduction to the natives. I now called the men to me and could not forbear abraiding them a little for their want of attention and imprudence on this occasion.” (Captain Lewis, 11 August 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 5, 69.)

Vignette 3: “I therefore did not despair of shortly finding a passage over the mountains and of taisting the waters of the great Columbia this evening...” (Captain Lewis, 12 August 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 5, 74.)

Teaching Point:

Duty. The Army value of *duty* states that soldiers and DA civilians commit to excellence in all aspects of their professional responsibility so that, when the job is done, they can look back and say, “I couldn’t have given any more.” Did the captains do their duty in preparation for contact with the Shoshone Indians? What more could they have done?

Day 3
Stand 7
(Lemhi Pass)



0 Scale Miles 1/2

Map 3-8

Stand 7
Lemhi Pass
(12 August 1805)

Directions: Return to Route 324 and continue west. Watch for the road sign for Lemhi Pass Road at approximately 22 miles. Turn right on Forest Service Road 3909 (Lemhi Pass Road) and set the mileage counter to zero. Continue west on Road 3909, following the signs to Lemhi Pass. At mile 11.2, pull off to a small turnout to the right just prior to the first major switchback.

Orientation (See Visual 3-7, Appendix D): Lewis followed the west fork (today's Horse Prairie Creek) along the same basic route just taken. With the exception of the few modern intrusions, the terrain today is much like it was in 1805.

Situation 7A: Headwaters of the Missouri. Lewis and the advance party reached the headwaters of Horse Prairie Creek on 12 August 1805. The Corps of Discovery had followed the "endless Missouri" since 14 May 1804. In those 456 days, they had traveled more than 3,000 miles, and now Lewis had the opportunity to drink from what he believed to be the highest and most distant source of the great river.

Vignette 1: "at the distance of 4 miles further the road took us to the most distant fountain of the waters of the mighty Missouri in search of which we have spent so many toilsome days and wristless nights. thus far I had accomplished one of those great objects on which my mind has been unalterably fixed for many years, judge then of the pleasure I felt in allaying my thirst with this pure and ice cold water which issues from the base of a low mountain... two miles below McNeal had exultingly stood with a foot on each side of this little rivulet and thanked his god that he had lived to bestride the mighty & heretofore deemed endless Missouri..." (Captain Lewis, 12 August 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 5, 74.)

Directions: Continue west along Lemhi Pass Road to the top of the Continental Divide. Park the vehicle at the top of the mountain and walk to an overview looking to the west.

Orientation: The road up the mountain closely approximates the route taken by Lewis. The view to the west is one of the few along the Lewis

and Clark route that has changed very little since the time Lewis first gazed upon it.

Situation 7B: Lemhi Pass. After drinking from a source of the Missouri, Lewis ascended what he believed to be the final ridge of the Continental Divide. He still hoped to find Jefferson's Northwest Passage. Although he did not record exactly what he expected to see from the top of the pass, it seems likely that he expected the west face of the divide to resemble the east face, just as the west and east faces of the Appalachian Mountains closely resemble each other. The accepted theory of the day postulated a vast plain to the west with a large river flowing to the Pacific. His disappointment, although not recorded, must have been significant, for all he saw from the top of the pass was a succession of snow-covered mountains extending westward as far as the eye could see.

Vignette 2: "after refreshing ourselves we proceeded on to the top of the dividing ridge from which I discovered immense ranges of high mountains still to the West of us with their tops partially covered with snow..." (Captain Lewis, 12 August 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 5, 74.)

Directions: Continue westward on the Idaho side of the Continental Divide on the road toward Tendoy, ID. At mile marker 27.5, park the group near the spring coming out of the rocks on the right side of the road.

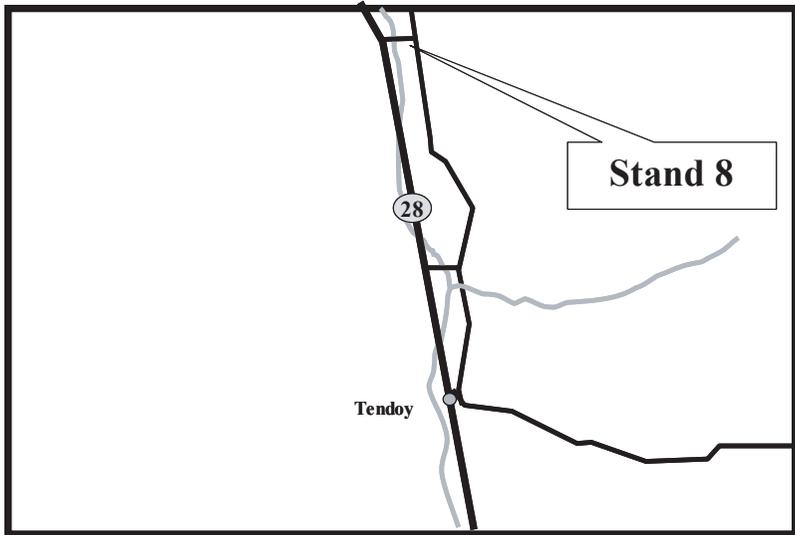
Orientation: Lewis and his advance party's route down the west face closely approximated the route just driven. However, from this point on, the road differs greatly from the route followed by Lewis. Lewis moved to the north of the high ground to our west. The road will move along the south face of the spur.

Situation 7C: Headwaters of the Columbia. If he was disappointed in what he saw from the top of the pass, Lewis neither recorded his thoughts nor dwelled upon the subject. Following established operating procedures for the Corps of Discovery, he "proceeded on." He crossed over the Continental Divide and moved down the west face of the mountain. About three-quarters of a mile down the slope, he found a spring flowing from the side of the mountain, celebrated his first drink from the headwaters of the Columbia River, and then continued to the west in search of the Shoshone Indians.

Vignette 3: “I now descended the mountain about $\frac{3}{4}$ of a mile which I found much steeper than on the opposite side, to a handsome bold running Creek of cold Clear water [today’s Horseshoe Bend Creek]. here I first tasted the water of the great Columbia river...” (Captain Lewis, 12 August 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 5, 74.)

Teaching Point: Personal Courage and Will. *Will* is a mental attribute of *personal courage*. It is the inner drive that compels soldiers and leaders to keep going when they are exhausted, hungry, afraid, cold, and wet—when it would be easier to quit (FM 22-100, 2-11). In what ways does Lewis’ reaction to his discovery of Lemhi Pass demonstrate the mental attribute of will? Have the soldiers of the corps demonstrated the mental attribute of will during the journey?

Day 3
Stand 8
(The Shoshone Indians)



Map 3-9.

Stand 8
The Shoshone Indians
(12 -30 August 1805)

Directions: Continue west on the road toward Tendoy, ID. Near Tendoy, turn right at the first stop sign. Follow this road for approximately 4.9 miles and stop at the monument marking the location of the Shoshone village.

Orientation (See Visual 3-8, Appendix D): You have crossed over the Continental Divide into today's Lemhi River Valley. Clark called the river the East Fork of Lewis' River in honor of his co-captain. This valley was a traditional village site for the Shoshone Indians.

Situation: Lewis crossed Lemhi Pass on 12 August 1805 and continued westward. He was moving into Indian territory with only four armed men. Clark and the main body of the Corps of Discovery were four days behind and well beyond supporting Lewis if he got into a fight. Lewis was not sure if the Shoshone would be friendly or hostile. However, he did know that at least one frightened Indian had spotted his group and would probably warn the village. He wanted to find the village before the Shoshone dispersed into the mountains and thus was determined to forge ahead with his small group and make contact. Lewis probably reviewed in his mind the failure of the last contact with the Shoshone and was anxious to try again. It appears that he did develop some basic procedures to follow upon next meeting the Indians and that he had reviewed them with his men. About 4 miles northeast of today's village site marker, he spotted two Indian women, a man, and some dogs. This time he was determined not to make the same mistake as had been made previously; he ordered the men to stop. All stopped and placed their packs and weapons on the ground. Lewis then unfurled the 15-star American Flag and shouted, *tab-ba-bone*, "white man" in Shoshone. Unfortunately, despite Lewis' preparations for contact, the plan did not work, and the Indians fled into the brush. Lewis and the men followed them over broken terrain and soon came face to face with three Shoshone women. One ran away into the brush. However, the oldest woman and a young girl stayed meekly on the ground. They probably feared that these strangers were an enemy raiding party and expected to be killed. Lewis, a Virginia gentleman, extended his hand and helped the old woman up from the ground. He showed her his white skin under his shirt; his exposed skin was as brown as the Indians' due to constant exposure to the sun. Lewis had Drouillard calmed the women with sign language and asked them to call back the one who had run away. He was afraid

she would warn the village and that the tribe would disappear into the mountains. Lewis then provided the women with gifts and persuaded them to escort him and his men to the village.

The women led Lewis' group toward the village, and they had only proceeded about 2 miles when 60 mounted warriors rushed up at full gallop. Lewis handed his gun to one of the men and had them halt. He then held the American Flag and advanced with the Indian women toward the charging Indians. The intervention of the elderly Shoshone woman saved Lewis' group from annihilation. She explained to the leading warrior, Chief Cameahwait, that Lewis' group was friendly and showed her gifts to the mounted warriors. The warriors dismounted and graciously greeted the strangers. The combined group then returned to the Indian village. The Shoshone were a poor but generous people. The more numerous and better-armed Blackfeet Indians had forced them away from the game-rich plains into the mountains. They had little food but willingly shared what they had with the explorers.

During his stay at the Shoshone village, Lewis saw that the nearby river, today's Lemhi River, would provide easy passage and hoped that the corps would be able to float canoes all the way to the Pacific. However, through sign language he discovered some bad news. Chief Cameahwait revealed that the river merged downstream with a larger river, today's Salmon River. The larger river was too rough to be successfully navigated. Equally disappointing was the news that the mountains also blocked any land route parallel to the river. It wasn't all bad news, though; Lewis counted over 700 horses at the Indian camp, and the Indians fed the group salmon for dinner. The corps needed the horses to transport men and supplies over the mountain, and the salmon indicated they were close to the Pacific Ocean.

On 14 August the men participated in an Indian hunting expedition. At the same time, Clark and the main body were struggling up the Jefferson River and were currently southwest of modern-day Dillon, Montana. That day Lewis convinced Cameahwait to return with him to meet Clark at the forks and to help bring the corps over the mountain. Cameahwait agreed to bring 30 horses to accomplish the tasks. Lewis intentionally delayed their departure by one day to allow Clark time to get to the meeting place. The next day, the Shoshone decided they did not want to go back with Lewis. They feared that Lewis was working in cooperation with the Blackfeet Indians and would lead them into an ambush. With his basic understanding of the warrior ethos of the western tribes, Lewis was able to shame them into going back with him.

The combined group departed the village toward the divide on 15 August. The majority of the Indians still feared Lewis was working with the

Blackfeet and refused to cross the mountains. However, Chief Cameahwait managed to convince a small group, 16 warriors and three women, to continue eastward with the white men. They crossed over the divide and camped along today's Horse Prairie Creek. The next day, Lewis sent Drouillard and Shields to hunt and provide food for the combined group. Fearing the warriors would scare off the game, Lewis asked Cameahwait to keep the warriors in camp. This unfortunately led the Shoshone to believe that Lewis was trying to coordinate with a nearby Blackfoot war party. The suspicion continued that morning until Drouillard killed a deer. The famished Indians devoured the kill raw and, at least for the moment, forgot their mistrust of the white men. Their suspicions returned when they neared the agreed meeting place. Cameahwait, still wary of a trap, had the Indians and white men trade articles of clothing. This, combined with the already rustic appearance of Lewis and his men, made them almost indistinguishable from the Indians. Lewis was "mortified" when they reached the forks and Clark was not there. He feared the Indians would lose faith and flee. To allay Cameahwait's fears, Lewis handed him his rifle. He also deceived Cameahwait into believing that the note he had left for Clark was a note from Clark asking them to wait there for his impending arrival. Lewis, desperate to find Clark, sent Drouillard to look for him. Cameahwait, still mistrustful of the white men, sent along a young brave to keep an eye on Drouillard. That evening Lewis was so preoccupied with the failure to link up with Clark and their need to successfully negotiate with the Shoshone that he had trouble sleeping.

Clark finally arrived at the forks on 17 August 1805. They began the initial negotiations that day. Lewis' wise forethought in having included Sacagawea in the expedition became immediately apparent. Their first advantage in having Sacagawea with them was that she filled their obvious need for a translator. Their negotiations followed a particularly complicated sequence of translation. In the chain of translation, the Shoshone first spoke to Sacagawea in Shoshone; then Sacagawea spoke to Charbonneau in Hidatsa; next Charbonneau spoke to Private Francois Labiche in French; and, finally, Labiche spoke to the captains in English. Their second advantage was in the fortuitous happenstance of Sacagawea being the long-lost sister of the Shoshone chief, Cameahwait. This alone was probably one of the most significant factors contributing to the success of the negotiations.

Lewis estimated that the corps required at least 25 horses to successfully traverse the mountains. To obtain these horses, he negotiated with the Shoshone in two phases. He conducted phase one, from 17 to 24 August, at Camp Fortunate. In this phase, he secured about a dozen horses. In the

second phase, 25 to 30 August, the corps moved to the west side of the divide and negotiated at the main Shoshone village. The corps eventually departed the Shoshone village on 30 August 1805 with a herd of 29 horses. Interestingly, Lewis' insightful observations of the Shoshone during the negotiations foretold the difficulties the United States would have in the late 19th century with the tribes of the West. He recognized the important role that warfare played in their culture and the obstacle this would be in establishing a lasting peace with the various tribes.

Vignette 1: “we had not continued our rout more than a mile when we were so fortunate as to meet with three female savages. the short and steep ravines which we passed concealed us from each other untill we arrived within 30 paces. a young woman immediately took to flight, an Elderly woman and a girl of about 12 years old remained. I instantly laid by my gun and advanced towards them. they appeared much allarmed but saw that we were too near for them to escape by flight they therefore seated themselves on the ground, holding down their heads as if reconciled to die which they expected no doubt would be their fate; I took the elderly woman by the hand and raised her up repeated the word *tab-ba-bone* and strip up my shirt sleve to sew her my skin; to prove to her the truth of the assertion that I was a white man for my face and hands which have been constantly exposed to the sun were quite as dark as their own. they appeared instantly reconciled, and the men coming up I gave these women some beads a few mockerson awls some pewter looking-glasses and a little paint... I now painted their tawny cheeks with some vermilion which with this nation is emblematic of peace... we had marched about 2 miles when we met a party of about 60 warriors mounted on excellent horses who came in nearly full speed, when they arrived I advanced towards them with the flag leaving my gun with the party about 50 paces behid me... these men then advanced and embraced me very affectionately in their way which is by puting their left arm over you wright sholder clasping your back, while they apply their left cheek to yours and frequently vociforate the word *ah-hi-e, ah-hi-e* that is, I am much pleased, I am much rejoiced. bothe parties now advanced and we wer all carressed and besmeared with their grease and paint till I was heartily tired of the national hug... they seated themselves in a circle around us and pulled off their mockersons before they would receive or smoke the pipe.. I gave him [Chief Cameahwait] the flag which I informed him was an emblem of peace among whitemen and now that it had been received by him it was to be respected as the bond of union between us... I made a hearty meal, and then walked to the river, which I found about 40 yards wide very rapid clear and about 3 feet

deep... Cameahwait informed me that this stream discharged itself into another doubly as large at the distance of half a days march which came from the S.W. but he added on further enquiry that there was but little more timber below the junction of those rivers than I saw here, and that the river was confined between inaccessible mountains, was very rapid and rocky insomuch that it was impossible for us to pass either by land or water down this river to the great lake where the white men lived as he had been informed. this was unwelcome information but I still hoped that this account had been exaggerated with a view to detain us among them..." (Captain Lewis, 13 August 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 5, 78-81.)

Vignette 2: "the Chief addressed them several times before they would move they seemed very reluctant to accompany me. I at length asked the reason and he told me that some foolish persons among them had suggested the idea that we were in league with the Pahkees [Blackfeet Indians] and had come on in order to decoy them into an ambuscade where their enemies were waiting to receive them. but that for his part he did not believe it. I readily perceived that our situation was not entirely free from danger as the transition from suspicion to the confirmation of the fact would not be very difficult in the minds of these ignorant people who have been accustomed from their infancy to view every stranger as an enemy. I told Cameahwait that I was sorry to find that they had put so little confidence in us, that I knew they were not acquainted with white men and therefore could forgive them. that among whitemen it was considered disgraceful to lye or entrap an enemy by falsehood... and that if the bulk of his nation still entertained this opinion I still hoped that there were some among them that were not afraid to die... I soon found that I had touched him on the right string; to doubt the bravery of a savage is at once to put him on his metal..." (Captain Lewis, 15 August 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 5, 96-97.)

Vignette 3: "when they arrived where the deer was which was in view of me they dismounted and ran in tumbling over each other like a parcel of famished dogs each seizing and tearing away a part of the intestens which had been previously thrown out by Drewyer who killed it; the scene was such when I arrived that had I not have had a pretty keen appetite myself I am confident I should not have tasted any part of the venison shortly. each one had a piece of some discription and all eating most ravenously. some were eating the kidnies the melt and liver and the blood running from the corners of their mouths, others were in a similar situation with the paunch

and guts but the exuding substance in this case from their lips was of a different description. one of the last who attracted my attention particularly had been fortunate in his allotment or rather active in the division, he had provided himself with about nine feet of the small guts one end of which he was chewing on while with his hands he was squeezing the contents out at the other. I really did not until now think that human nature ever presented itself in a shape so nearly allied to the brute creation. I viewed these poor starved devils with pity and compassion. I directed McNeal to skin the deer and reserved a quarter, the ballance I gave the Chief to be divided among his people; they devoured the whole of it nearly without cooking..." (Captain Lewis, 16 August 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 5, 103.)

Vignette 4: "we now dismounted and the Chief with much ceremony put tippets about our necks such as they themselves wear I readily perceived that this was to disguise us and owed its origin to the same cause already mentioned. to give them further confidence I put my cocked hat with feather on the chief and my over shirt being of the Indian form my hair dressed and skin well browned with the sun I wanted no further addition to make me a complete Indian in appearance the men followed my example and we were soon completely metamorphosed... when we arrived in sight at the distance of about 2 miles I discovered to my mortification that the party had not arrived... I now determined to restore their confidence cost what it might and therefore gave the Chief my gun and told him that if his enemies were in those bushes before him that he could defend himself with that gun, that for my own part I was not afraid to die and if I deceived him he might make what use of the gun he thought proper or in other words that he might shoot me... after reading the notes which were the same I had left I told the Chief that when I had left my brother Chief with the party below where the river entered the mountain that we both agreed not to bring the canoes higher up than the next forks of the river above us wherever this might happen...that this note was left here today and that he informed me that he was just below the mountains and was coming on slowly up, and added that I should wait here for him... my mind was in reality quite as gloomy all this evening as the most affrighted Indian but I affected cheerfulness to keep the Indians so who were about me... I slept but little as might be well expected, my mind dwelling on the state of the expedition which I have ever held in equal estimation with my own existence, and the fate of which appeared at this moment to depend in a great measure upon the caprice of a few savages who are ever as fickle as the wind..." (Captain

Lewis, 16 August 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 5, 104-106.)

Vignette 5: “Capt. Clark arrived with the Interpreter Charbono, and the Indian woman, who proved to be a sister of the Chif Cameahwait. the meeting of those people was really affecting, particularly between Sah-cah-gar-we-ah and an Indian woman, who had been taken prisoner at the same time with her, and who had afterwards escaped from the Minnetares and rejoined her nation... accordingly about 4 P. M. we called them together and through the medium of Labuish, Charbono and Sah-cah-gar-weah, we communicated to them fully the objects which had brought us into this distant part of the country, in which we took care to make them a conspicuous object of our own good wishes and the care of our government. we made them sensible of their dependance on the will of our government for every species of merchandize as well for their defence & comfort; and apprized them of the strength of our government and it’s friendly dispositions towards them... every article about us appeared to excite astonishment in their minds; the appearance of the men, their arms, the canoes, our manner of working them, the back man york and the segacity of my dog were equally objects of admiration. I also shot my air-gun which was so perfectly incomprehensible that they immediately denominated it the great medicine... the cerimony of our council and smoking the pipe was in conformity of the custom of this nation performed barefoot. on those occasions points of etiquet are quite as much attended to by the Indians as among scivilized nations. To keep indians in a good humor you must not fatiegue them with too much business at one time...” (Captain Lewis, 17 August 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 5, 109-112.)

Vignette 6: “I soon obtained three very good horses for which I gave an uniform coat, a pair of legings, a few handkerchiefs, three knives and some other small articles the whole of which did not cost more than about 20\$ in the U’ States. the Indians seemed quite as well pleased with their bargain as I was. the men also purchased one for an old checked shirt a pair of old leggins and a knife.” (Captain Lewis, 18 August 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 5, 117.)

Vignette 7: “Among the Shoshones, as well as all the Indians of America, bravery is esteemed the primary virtue; nor can any one become eminent among them who has not at some period of his life given proofs of his possessing this virtue. with them there can be no preferment without some

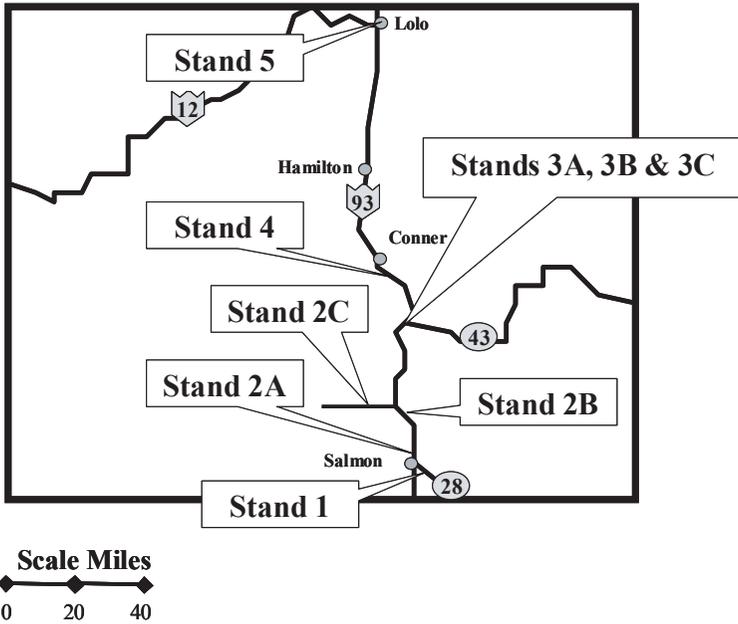
warelike achievement, and so completely interwoven is this principle with the earliest Elements of thought that it will in my opinion prove a serious obstruction to the restoration of a general peace among the nations of the Missouri..." (Captain Lewis, 24 August 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 5, 159-160.)

Teaching Point:

Host Nation Support. *Host Nation Support* (HNS) is the civil and military assistance provided by an HN to the forces located in or transiting through that HN's territory. Was HNS an important part of the logistics planning for the expedition, and how critical was HNS to the Corps of Discovery?

Note on Lodging: CSI recommends group lodging at the end of day three in Salmon, Idaho. Salmon offers numerous hotel and motel accommodations. Some offer reduced rates for large groups.

Day 4
Salmon River Reconnaissance to Travelers' Rest
(11 August to 6 September 1805)



Map 4-1

Begin the day at Salmon, ID

Stand 1: Sacagawea (Sacajawea Interpretive Cultural & Education Center, Salmon, ID)

Stand 2, Salmon River Reconnaissance

2A: Lewis' River – The Confluence of the Lemhi and Salmon Rivers (Salmon, ID)

2B: Tower Rock (Tower Rock Recreation Site)

2C: Clark's Decision (Squaw Creek Ranger Station, west of North Fork, ID)

Stand 3, Lost Trail Pass

3A, Deep Creek (Mile Marker 341.3)

3B, Toby Leads the Way (Mile Marker 346.5)

3C, North Slope (Lost Trail Pass Turnout)

Stand 4, The Salish Indians (Sula, MT)

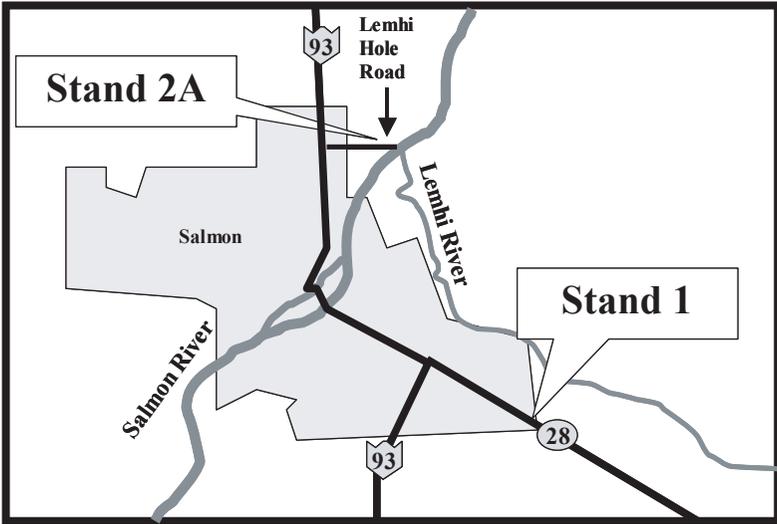
Stand 5, Travelers' Rest (Travelers' Rest State Park, Lolo, MT)

5A: Westward Bound

5B: Eastward Bound (Optional)

End the day in Lolo, MT

Day 4
Stand 1
(Sacagawea)
Stand 2A
(Lewis' River)



Map 4-2

Stand 1 Sacagawea

Directions: On the south edge of Salmon, Idaho, in the vicinity of mile marker 134, turn into the Sacajawea [Sacagawea] Interpretive Cultural and Education Center, Salmon, Idaho.

Situation: Sacagawea was the only woman to accompany the Corps of Discovery to the Pacific Ocean and back. She is second only to the captains in being the most remembered character of the Lewis and Clark expedition. Today, there are 23 statues, a dollar coin, mountains, lakes, and rivers honoring her participation in the exploration. Her accomplishments and contributions to the success of the expedition were numerous. Unfortunately, 20th-century biographers and novelists have distorted her actual role and clouded truth into legend. Significant controversies about this remarkable young woman focus on two areas: the importance of her contributions (was she a guide or an interpreter?) and the spelling and meaning of her name.

She was born about 1788 near present-day Tendoy, Idaho, as a member of the Shoshone Indian Nation. The Shoshone were a seminomadic tribe whose homeland was in today's Lemhi River Valley, Idaho. The tribe frequently ventured to the east to hunt buffalo. It was on one of these hunting forays in 1800 that a war party of Hidatsa Indians kidnapped her near the Three Forks of the Missouri River. The Hidatsa took her to their villages near modern Bismarck, North Dakota. Later they sold her as a slave to Toussaint Charbonneau, a French-Canadian fur trader. He, in time, claimed Sacagawea and another Shoshone woman as his wives. In 1804 the Corps of Discovery, while wintering with the Hidatsa, hired Charbonneau and Sacagawea as interpreters. Prior to the corps' departure from the Hidatsa villages, Sacagawea gave birth to her son Jean-Baptiste Charbonneau, who accompanied the corps all the way to the Pacific and back again.

Sacagawea's contributions to the success of the expedition were significant. On 14 May 1805, she recovered many important papers and supplies from a nearly capsized boat. The loss of the supplies would have been a major problem for the corps, and the destruction of the papers could have been a major loss to scholars studying the Lewis and Clark Expedition. Her actions, especially her calmness, during the crisis earned the compliments of the captains and the men. Other activities, although less dramatic than the capsized canoe, were just as important to the day-to-day survival of the corps in the wilderness. These included teaching the

men of the corps how to dig roots, collect edible plants, and pick berries for use as food and sometimes as medicine.

Sacagawea's most essential role was as an interpreter. The Charbonneaus were vital to the captains' plans for obtaining horses from the Shoshone Indians. As discussed earlier, Sacagawea played a significant role in the successful negotiations with the Shoshone to obtain horses. Ironically, her major contribution to the success of the negotiations was not her language skill, but the fortuitous circumstance of being related to the Shoshone chief, Cameahwait. Another vital contribution was her role as an emissary of peace. On numerous occasions the captains placed Sacagawea and her child conspicuously at the front of the corps. They wanted the Indian tribes to see her and know that the corps came in peace. A war party rarely traveled with a woman, especially a woman with a baby.

One of the most significant controversies is the question of whether or not Sacagawea served as a guide. There is no question that, on more than one occasion, she recognized landmarks on the upper Missouri and Jefferson Rivers. These sightings boosted the morale of the men and gave them hope that the rivers were not endless. However, she had never been on the river east of the Three Forks of the Missouri. The Hidatsa, after kidnapping her, took her by horse down the Yellowstone River to their villages. Therefore, she could not have guided the corps along a river she had never traveled upon. She had also never been west of her Lemhi Valley home and could not have served as a guide from the valley west to the Pacific. However, she had significant knowledge of the Big Hole country and the Yellowstone River. She was familiar with this ground and proved to be very valuable to Clark as "a pilot" during the Yellowstone River reconnaissance on the 1806 return trip.

Even the spelling and meaning of Sacagawea's name has become a topic of controversy in the 20th century. The captains, well noted for their creative spelling, were very deliberate and careful in their recording of Indian names and their meaning. They recorded her name as Sah-cah'gah-we-ah 17 times in their journals and on their maps, and each time it was spelled with a "g" in the third syllable. They also, on at least three occasions, referred to the meaning of Sacagawea as "bird woman." The spelling of *Sacajawea* can first be attributed to Nicholas Biddle's 1814 two-volume narrative of the journey. He attempted to standardize the spelling of the name to Sah ca gah we a. However, editors changed the 20 May 1805 journal entry to *Sacajawea* and then consistently spelled it with a "j" throughout the remainder of the two-volume edition of the journals. The spelling of *Sacajawea* was perpetuated by Grace Hebard in her controversial work *Sacajawea, A Guide and Interpreter of the Lewis*

and *Clark Expedition* and in Eva Emery Dye's novel *The Conquest*. These books also put forth the theory that Sacajawea was a Shoshone word meaning "boat pusher." Both names and meanings have supporters, and it is unlikely that the controversy will ever be definitively resolved one way or the other.

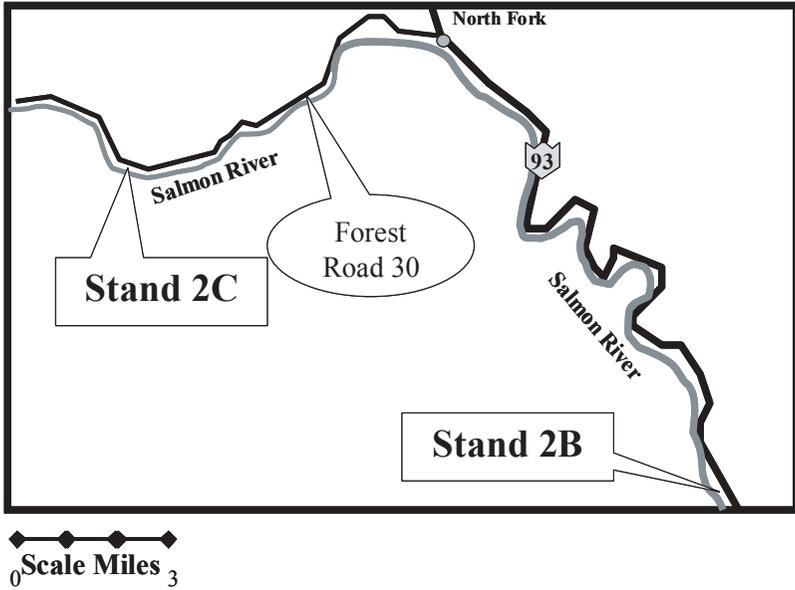
Sacagawea very much deserves to be remembered by history. Her role as an interpreter and emissary of peace significantly contributed to the success of the Lewis and Clark Expedition. The corps would have had difficulty acquiring the horses from the Shoshone without Sacagawea's participation in the negotiations. Her role as an emissary of peace allowed the corps to peaceably trade with numerous Indian tribes and may have prevented a tragic confrontation between the explorers and native warriors. The dispute over her name is unfortunate and should not be allowed to overshadow her contributions. Despite these controversies, Sacagawea, the "bird woman," and Sacajawea, the "boat pusher," both refer to the same remarkable woman, a valuable member of the Corps of Discovery.

Vignette 1: "A French man by name Chabonah, who Speaks the Big Belley language visit us, he wished to hire & informed us his 2 squars were Snake [Shoshone] Indians, we engau him to go on with us and take one of his wives to interpet the Snake language..." (Captain Clark, 4 November 1804, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 3, 228.)*

Vignette 2: "...this stream we called Sah-ca-gar me-ah or bird woman's river, after our interpreter the Snake woman..." (Captain Lewis, 20 May 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 4, 171.)

* All vignettes retain the enigmatic writing of the journalists. See the introduction to Section III for an explanation of the editorial principles used with the journal entries.

Day 4
Stands 2B & 2C
(Salmon River Reconnaissance)



Map 4-3

Stand 2
Salmon River Reconnaissance
(18 –26 August 1805)

Directions: Continue north on Highway 28 into Salmon, Idaho. Pass over the bridge and turn north on Highway 93. Then turn right on Lemhi Hole Road and proceed to the gravel parking lot near the river. Walk through the cattle gate and orient the group to where the Lemhi River flows into the Salmon River.

Orientation (See Visual 4-1, Appendix D): The main river flowing from south to north is today's Salmon River, known to the captains as Lewis' River. The small river flowing into the Salmon from the opposite bank is today's Lemhi River, which the captains called the East Fork of Lewis' River. Today's Highway 28, the route just driven by the group, is the same basic route followed by the Corps of Discovery in 1805 to reach this location.

Situation 2A: Back at Camp Fortunate, Lewis had shared with Clark the intelligence obtained about the west side of the Continental Divide. He had observed that the first major river (today's Lemhi River) was navigable. However, Cameahwait had informed him that the river joined with a larger river, today's Salmon River, which the Indians called "The River of No Return." The Indians insisted it was not navigable and could not be followed on a land route because of the mountainous terrain. The captains discussed the situation and retained their familiar strategy of dividing tasks and responsibilities. They decided that Clark, who wanted to see for himself if the river was navigable, would lead 11 men with tools over the Continental Divide to examine the river. His mission was to determine how the next phase of the journey would be conducted. If he determined the river to be navigable, he had the tools to build canoes. Lewis would remain at Camp Fortunate to barter for horses and prepare the equipment for transport over the divide.

Clark departed Camp Fortunate on 18 August with 11 men. He was confident in his own river skills as well as those of his men and did not accept the Shoshone assessment that the river was not navigable. The reconnaissance group arrived at the Shoshone village in the vicinity of modern-day Tendoy, Idaho, on 20 August. There Clark hired an elderly Indian man to act as a guide. His name was PI-Kee queen-ah (or Swooping Eagle) and he knew more about the way west than anyone else in the village. The captains nicknamed him Toby, which was a simplification of the title given to him by his people when he departed with the Corps of

Discovery, Tosa-tive koo-be, meaning *furnished white-man brains*. Even though the captains rarely mention Toby in their journals, he proved to be a valuable asset to the corps. The group departed the Shoshone village on 21 August and moved down today's Lemhi River. They cut cross-country and reached the main river just north of today's Carmen, Idaho, at Tower Creek. Clark named the stream Lewis River in honor of his co-captain. He then continued to move north following today's Salmon River.

Vignette 1: "I now prevailed on the Chief to instruct me with respect to the geography of his country. this he undertook very cheerfully, by delienating the rivers on the ground... he placed a number of heaps of sand on each side which he informed me represented the vast mountains of rock eternally covered with snow through which the river passed... the Chief further informed me that he had understood from the perced nosed Indians who inhabit this river below the rocky mountains that it ran a great way toward the seting sun and finally lost itself in a great lake of water which was illy taisted, and where the white men lived... I now asked Cameahwait by what rout the Pierced nosed indians, who he informed me inhabited this river below the mountains, came over to the Missouri; this he informed me was to the north, but added that the road was very bad one as he had been informed by them and that they had suffered excessively with hunger on the rout being obliged to subsist for many days on berries alone as there was no game in that part of the mountains which were broken rocky and so thickly covered with timber that they could scarcely pass... my rout was instantly settled in my own mind... I felt perfectly satisfied, that if the Indians could pass these mountains with their women and Children, that we could also pass them..." (Captain Lewis, 14 August 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 5, 88-91.)

Vignette 2: "I shall in justice to Capt. Lewis who was the first white man ever on this fork of the Columbia Call this Louis's river." (Captain Clark, 21 August 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 5, 140.)

Directions: Return to Highway 93 and go north (right). Watch for mile marker 314.9 and park at the Tower Rock Recreation Site on the left side of the road. Orient the group on the red cliffs across the road to the northeast.

Orientation: The red cliffs are one of the many spots along the expedition route that Lewis and Clark enthusiasts can match with journal descriptions

of actual terrain. The 21 August 1805 campsite was at the base of the cliffs and adjacent to Highway 93; the interpretive sign marks the spot.

Situation 2B: Tower Rock. Clark continued to lead his men down the river, noting the Shoshones' dependency on the salmon and their methods of trapping and spearing. The men used their rifles to shoot the large fish. They dined at lunch that day on a 2 ½-foot salmon. Clark halted the group the night of 21 August 1805 and camped under some reddish bluffs along the river. To this point, Clark was confident that the corps could navigate the river and doubted old Toby's insistence that it was the river of no return.

Vignette 3: "...This Clift is of redish brown Colour. Some Gullies of white Sand Stone and Sand fine & a[s] white as Snow. The mountains on each Side are high, and those on the East ruged and Contain a few Scattering pine, those on the West contain pine on ther tops and high up the hollows..." (Captain Clark, 21 August 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 5, 140.)

Directions: Continue north on Highway 93 to North Fork, Idaho. At North Fork, take the left turn toward Shoup (Forest Road 30). Continue west for 6 miles and park at the turnout on the left side of the road.

Orientation: The modern road has changed the original lay of the land. Imagine how this valley would look if you took away the forest road and extended the slopes down to the river. Also modern construction has significantly decreased the drainage into the river. In 1805 the river was both deeper and faster.

Situation 2C: Clark's Decision. Clark continued to push up the river on 22 August. He doubted the information provided by the Shoshones, and believed that the river, though challenging, was navigable. However, the nature of the river changed when it swung to the west near present day North Fork, Idaho. The rough terrain on both sides of the stream forced the men to ride their horses in the river. At times, the group had to swim the horses around dangerous obstructions. The farther they traveled to the west, the rougher the river became, and Clark finally began to accept old Toby's assessment of the route. Clark decided to leave the majority of his group and the horses behind while he proceeded overland with a smaller group. Toby led Clark over the mountainous terrain to a high point about 3 miles short of present-day Shoup, Idaho. From there, Clark was able to see

about 20 miles down the river and admitted that old Toby was correct; the river truly was not a practical route to the Pacific.

Clark was very disappointed that the river route was “impractical.” He realized that there was no time to be lost with the season growing late and winter coming on. He rejoined his group and immediately dispatched a messenger, Private Colter, to Lewis with the bad news, urging him to move forward quickly. In the message to Lewis, he outlined three options and offered a recommendation. His recommendation, the first option, was that the Corps of Discovery should abandon the river route, keep the corps together as one group, buy more horses, and hire old Toby as a guide. Toby knew of a route over the mountains used by the Nez Perce Indians to travel east to hunt buffalo on the plains. His second option was to divide the corps into two groups. One group would attempt the river of no return in canoes while the other group attempted to parallel the river route along the mountain ridges. His third option was a variation of option one. His own experience, plus the intelligence from Toby, indicated that game was sparse in the mountains; therefore, food would be a major concern during the crossing. He outlined the possibility of sending a small group back to the Great Falls area to get a supply of buffalo meat. The balance of the corps would then move north to find Toby’s Nez Perce trail and wait for the buffalo group to return. The buffalo group, after obtaining a large supply of meat, was to march directly west from the Great Falls and rejoin the main party in the mountains. Prior to dispatching the messenger, Clark must have determined that the third option was impracticable because of the time delay in sending a group all the way back to the Great Falls and he crossed it out. Private Colter joined Lewis on 26 August, 5 miles north of present-day Tendoy, Idaho. Lewis reviewed Clark’s options, agreed with his assessment that the first option was the best course of action, and continued efforts to obtain horses from the Shoshone.

Vignette 4: “I determined to delay the party here and with my guide and three men proceed on down to examine if the river continued bad or was practicable...” (Captain Clark, 23 August 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 5, 155.)

Vignette 5: “The river from the place I left my party to this Creek is almost one continued rapid, five verry Considerable rapids the passage of either with Canoes is entirely impossable, as the water is Confined betwen hugh Rocks & the Current beeting from one against another for Some distance below ... at one of those rapids the mountains Close So Clost as to prevent a possibility of a portage... my guide and maney other Indians tell me

that the Mountains Close and is a perpendicular Clift on each Side, and Continues for a great distance and that the water runs with great violence from one rock to the other on each Side foaming & roeing thro the rocks in every direction, So as to render the passage of any thing impossible...” (Captain Clark, 23 August 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 5, 155-156.)

Vignette 6: “I wrote a letter to Capt Lewis informing him of the prospects before us and information recved of my guide which I thought favorable ...& Stating two plans <for> one of which for us to pursue &c. and despatched one man & horse and directed the party to get ready to march back...

The plan I stated to Capt Lewis if he agrees with me we shall adopt is to procure as many horses (one for each man) if possible and to hire my present guide who I sent on to him to interregate thro’ the Intprtr. and proceed on by land to Some navigable part of the *Columbia* River, or to the *Ocean*, depending on what provisions we can procure by the gun aded to the Small Stock we have on hand depending on our horses as the last resort.

a second plan to divide the party one part to attempt this deficiuet river with what provisions we had, and the remaindr to pass by Land on hose back...

a third to [send?] one party to attempt to pass the mountain by horses, & the other to return to the Missouri Collect provisions & go up Medison riv...” (Captain Clark, 24 August 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 5, 163.)

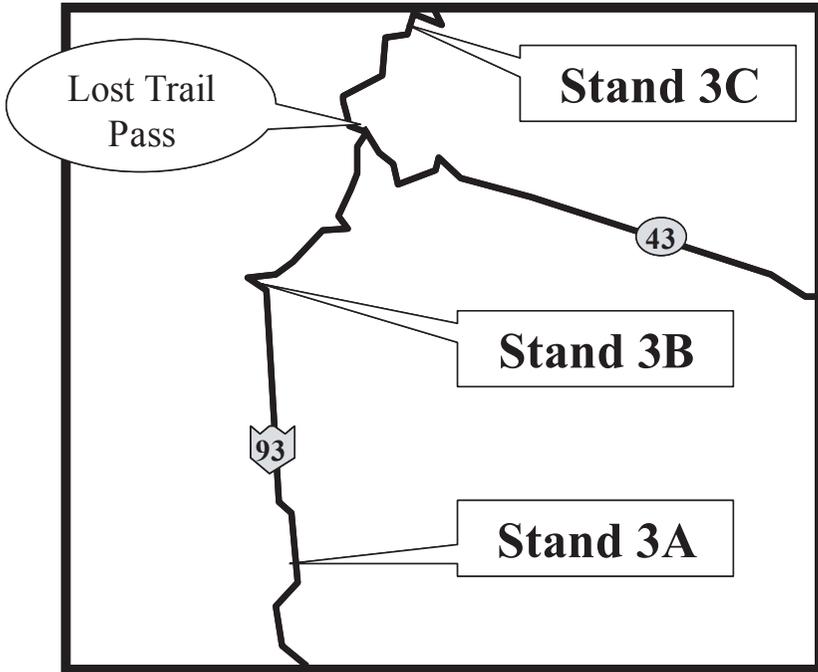
Vignette 7: “I found it a folly to think of attempting to decend this river in canoes and therefore <determined> to commence the purchase of horses in the morning from the indians in order to carry into execution the design <we had formed of> passing the rocky Mountains... matters being thus far arranged I directed the fiddle to be played and the party danced very merily much to the amusement and gratification of the natives, though I must confess that the state of my own mind at this moment did not well accord with the prevailing mirth as I somewhat feared that the caprice of the indians might suddenly induce them to withhold their horses from us without which my hopes of prosicuting my voyage to advantage was lost; however I determined to keep the indians in a good humour if possible, and to loose no time in obtaining the necessary number of horses...” (Captain Lewis, 26 August 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 5, 173.)

Teaching Points:

Integrity. People of *integrity* do the right thing, not because it is convenient or because they have no choice; they choose the right thing because their character permits no less. Was Clark's decision to execute the Salmon River reconnaissance the right thing to do even though the captains had local intelligence that the river was not navigable?

METT-TC. Today's commanders use the factors of Mission, Enemy, Terrain and Weather, Troops and Support Available, Time Available, and Civil Considerations (METT-TC) to assess and visualize the situation. Staff estimates and collaborative information sharing among commanders refine and deepen their situational understanding. Commanders then visualize the operation, describe it within their intent, and direct their subordinates toward mission accomplishment. How do the captains' actions concerning the Salmon River recon demonstrate an effective problem solving and visualization process?

Day 4
Stand 3
(Lost Trail Pass)



Map 4-4

Stand 3
Lost Trail Pass
(27 August - 4 September 1805)

Directions: Return to Highway 93 and drive north. Watch for mile marker 341 and park at the turnout on the left side of the road.

Orientation (See Visual 4-2, Appendix D): The route just followed along Highway 93 from North Fork to this location is the same route followed by the Corps of Discovery in late August and early September 1805. Of course the road was not here and the corps traveled along the Indian trail that followed the creek. Today the creek is the north fork of the Salmon River. The captains referred to it as Fish Creek.

Situation 3A: Deep Creek. On 27 August 1805, the two captains were still separated and taking care of their divided responsibilities. Lewis was at Chief Cameahwait's upper village, about 5 miles north of present-day Tendoy, Idaho, bartering for more horses. Clark was at the lower village on the Lemhi River, about 5 miles east of present-day Salmon, Idaho. He had finished his Salmon River reconnaissance and was waiting for Lewis and the main body of the Corps of Discovery to move up and join him. On 28 August, Clark sent Sergeant Gass to find out what was holding Lewis back. Lewis sent Gass back to Clark, requesting that he come to the upper village and assist him with the horse trading. Lewis was determined to obtain more horses and believed he could still get more from the Shoshone. Clark met Lewis on 29 August and immediately joined in the horse trading. The novelty of the white men's trinkets seemed to have lost much of its perceived value, and the Indians were demanding much higher prices for their horses. Clark set his eye on one particular horse and ended up trading a pistol, 100 lead balls, powder, and a knife for the horse.

On the same day Clark bought his horse, Lewis decided that the corps had obtained all the horses it would probably get from the Shoshone. Both captains were probably competent judges of good horses. However, they had to make the most of what the Shoshone were willing to trade. Most of the horses were not the best the Shoshone had, and many were too young to carry a heavy pack load. The next day, 30 August, the corps departed the Shoshone camp with 29 horses and Toby, Clark's guide from the Salmon River Reconnaissance. There is no record of Sacagawea's good-byes to her brother, Chief Cameahwait, whose hospitality had been of valuable assistance to the corps. Over the next several days, as the members of the corps moved along the established Indian trails, the weather remained

good and morale was high. They marched 22 miles on 31 August and another 20 on 1 September.

The situation worsened on 2 September, when it started to rain and the Indian trail veered to the east near present-day Gibbonsville along Dהלonega Creek. The trail crossed to the east face of the Continental Divide and then linked up with another trail that crossed back to the west face of the divide along today's Gibbon Pass route. The captains now faced the dilemma of which route to take to get to the Bitterroot Valley. They could either follow the established trail along its 35-mile detour to the east, with two crossings of the Continental Divide, or abandon the trail and remain west of the Continental Divide, pushing 18 miles straight ahead through rough terrain. They left no record of why they decided to abandon the established trail. It may have been Clark's faith that Toby could lead the way, combined with the captains' total confidence in themselves and in the corps' ability to overcome any obstacle. Another factor could have been the captains' mind-set to "proceed on" to the west and their reluctance to backtrack to the east. The end result was that the corps moved into some of the worst terrain it would encounter during the expedition. The creek they followed was choked with briars and brush, and the men had to use axes and knives to clear a path. To avoid the tangled creek, they tried to angle along the steep, talus slopes that came directly down to the creek banks. The sharp rocks on the slopes cut the feet of the unshod horses, and occasionally the horses lost their footing and rolled down the slopes. One horse was crippled in a fall and another two collapsed from exhaustion. They struggled, making only 13 miles on 2 September through what they called a "dismal swamp." Exhausted, they camped that night along the creek not far from today's historical sign on Highway 93 near mile marker 341.

Vignette 1: "I purchased a horse for which I gave my Pistol 100 Balls Powder & a Knife." (Captain Clark, 29 August 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 5, 178.)

Vignette 2: "the mountains on each Side of the Creek is verry Steep and high. the bottoms on the Creek narrow and Swampy a number of beaver dams. we Call this place dismal Swamp, and it is a lonesome rough part of the Country. we were obleged to climb Several hills with our horses, where it was So Steep and rocky that Some of the horses which was weak and their feet Sore, that they fell back 3 or 4 fell over backwards and roled to the foot of the hills. we were then obleged to carry the loads up the hills and then load again. one of the horses gave out So that his load was left a little before night. we Came 13 miles this day and Camped in a thicket of

pine and balsom fir timber near the Creek... this horrid bad going where we came up this creek which we Call dismal Swamp was six miles and we are not out of it yet, but our guide tells us that we will git on a plain tomorrow..." (Private Whitehouse, 2 September 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 11, 296.)

Directions: Continue north on Highway 93 to mile marker 346.5 and then park at the turnout on the right side of the road.

Orientation: Toby continued to guide the corps up Fish Creek, which parallels the road to this point. At this location, the creek flows down the mountain from the northwest and crosses under the road. In this vicinity, the Corps of Discovery abandoned its route along the creek and moved northward up the ridge.

Situation 3B: Toby Leads the Way. The Corps of Discovery resumed its movement about 8 a.m. the next morning and followed the creek to the north. The corps' exact route is unknown and is the subject of much scholarly debate. Somewhere between today's West Fork and where the modern highway ascends out of the Moose Creek Valley, Toby abandoned the creek and led the corps up a steep ridge to the north. The route was once again very challenging to both the men and the horses, which frequently slipped and injured themselves on the sharp rocks. The slopes already had a two-inch layer of snow and the weather now turned against the corps, making the route more treacherous with alternating rain and sleet.

Vignette 3: "we pursued our journey up the creek, which still continued fatiguing almost beyond description..." (Sergeant Gass, 3 September 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 10, 136.)

Vignette 4: "hills high & rocky on each Side, in the after part of the day the high mountains closed the Creek on each Side and obliged us to take on the Steep Sides of those Mountains, So Steep that the horses Could screcly keep from Slipping down, Several Sliped & Injured themselves verry much..." (Captain Clark, 3 September 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 5, 185-186.)

Directions: Continue north on Highway 93 up and over Lost Trail Pass. Continue to mile marker 346.5 and then park at the turnout on the left side of the road.

Orientation: Orient the group to the west. To the southwest is the high ridge that the Corps of Discovery passed over on 3 Sept. The corps crossed approximately 1.5 miles to the west of where the road tops the divide, then moved north along the east face of the large ridge to your front.

Situation 3C: The North Slope. There is considerable historical debate, with at least five major theories, on where the Corps of Discovery crested the ridge and camped on the night of 3 September. Most agree that the corps passed over the ridge somewhere to the west of the current highway crossing, probably in the vicinity of the modern-day ski slopes. It appears that Toby missed the route he was aiming for and crossed the ridge too late in the day to attempt a descent of the north face. He apparently decided to wait until morning to find his way. The corps camped that evening either along the ridge top or, more likely, on the north face. The evening was cold, and the men had very little to eat. Clark personally brought in five pheasants, and the hunters another four. Nine birds and a little corn was not much food for 32 hungry men, one woman, and a baby.

The morning of 4 September was clear and cold for the Corps of Discovery. It remained below freezing the whole day. Although the exact route down the north slope is not known, it appears that the corps backtracked to the top of the mountain and then followed a ridge just to the west of present-day Highway 93 that led into the Bitterroot Valley. The decision to bull straight ahead for 18 miles over the mountain had taken the corps most of three days. They had climbed up and over the present-day Saddle Mountain, which at 8,400 feet, was the highest point crossed by the corps during the expedition. The decision to leave the established trail had cost them three days and exhausted both men and animals.

Vignette 5: “Encamped on a branh of the Creek we assended... This day we passed over emence hils and Some of the worst roade that ever horses passed our horses frequently fell. Snow about 2 inches deep when it began to rain which termonated in a Sleet.” (Captain Clark, 3 September 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 5, 186.)

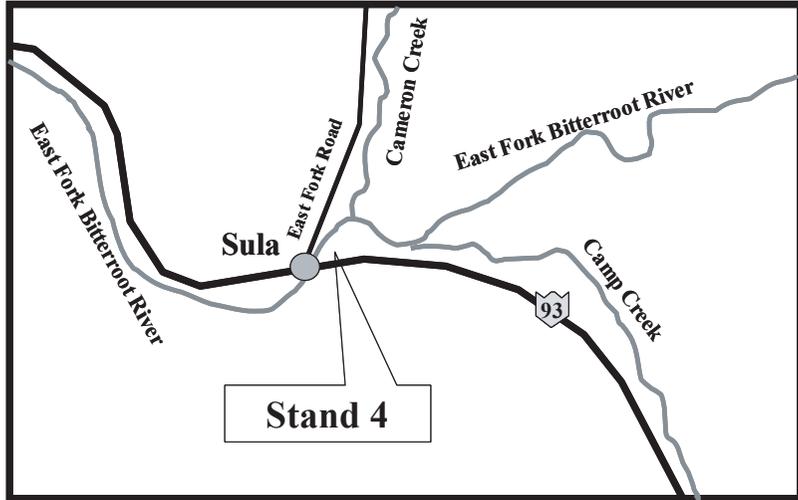
Vignette 6: “We then went on about 3 miles over a large mountain, to the head of another creek and encamped there for the night. This was not the creek our guide wished to have come upon; and to add to our misfortunes we had a cold evening with rain.” (Sergeant Gass, 3 September 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 10, 136.)

Teaching Points:

Contractor and Civilian Support. Today's Army relies heavily on contractors and Department of the Army civilians. Old Toby played a significant role in the Salmon River reconnaissance and a prominent role again in this phase of the journey. Overall, how important a role did contractors and civilians play in the Corps of Discovery?

Integrity. As discussed at the previous stand, the Army value of *integrity* involves doing what is right because that is what is expected of our leaders. In hindsight, we know that the captains' decision to abandon the established trail and push directly north over the mountains was not the correct decision; they would have saved time and resources taking the 35-mile detour to the east. Was the decision to move due north a matter of integrity based on their confidence in themselves and the unit, or was it a matter of arrogance, overconfidence, and refusal to backtrack to the east?

Day 4
Stand 4
(The Salish Indians)



Map 4-5

Stand 4
Salish Indians
(4 - 6 September 1805)

Directions: Continue north along Highway 93 toward Sula, Montana. Park at the historical interpretive signs on the right side of the road.

Orientation (See Visual 4-2, Appendix D): We are currently at the head of the Bitterroot Valley. This location is today called Ross' Hole. It was named for Alexander Ross of the Hudson's Bay Company and his party of 55 fur trappers who used this as a meeting place in the early 1820s. Hole is a trapper name for a broad flat area surrounded by mountains. The Indians who lived here and passed through the area at the time of Lewis and Clark referred to this ground as the "Great Gathering Place."

Situation: The Corps of Discovery entered the beautiful Bitterroot Valley on 4 September 1805. It had just negotiated some of the roughest terrain it would encounter in the journey and was now entering some of the easiest terrain it would traverse. The corps followed present-day Camp Creek, which parallels Highway 93, making substantial progress through the wide valley with its numerous open meadows. The hunters made first contact with the Salish Indians near present-day Sula, Montana, and received a cordial welcome. The Salish extended the same friendly welcome to the captains when they came up with the main body of the corps. The Indian chiefs wanted to talk, but the captains were exhausted from their mountain crossing and delayed the talks until the next day. Clark referred to the Salish as Flat Head Indians, although there is no evidence of any head-flattening practices. They called themselves the Oat-la-shoot (today's spelling), which was their name for the valley's river, the Red Willow. Today the river is called the Bitterroot.

The fifth of September was a cold and leisurely day for the corps. It was also the last date upon which the captains recorded a temperature during the expedition; the last thermometer broke sometime afterward. The men helped the Indians hunt, and the captains bartered with the Indians for more horses. That day they purchased 11 horses and traded seven of their lame animals for stronger horses. As with the Shoshone, the negotiations were complicated and assisted by fortuitous circumstances. Fortunately, there was a young Shoshone Indian boy with the Salish. The translation chain had the boy speaking to the Salish and then to Sacagawea in Shoshone, Sacagawea speaking to Charbonneau in Hidatsa, Charbonneau to Private

Labiche in French, and Labiche to the captains in English.

The captains continued to barter with the Salish on 6 September and also carefully recorded much of the Salish vocabulary. For a short time, they theorized that the Salish might be the legendary lost tribe of Welsh Indians, which supposedly came to the Americas in 1170. They later dropped any idea that the Salish could be descendants of the Welsh. That morning they purchased two more horses plus three colts for use as emergency rations. The corps now had approximately 40 horses and three colts, enough to carry their supplies and for most to ride. At noon the corps and the Indians departed the area; the corps went to the north and the Indians to the south.

Vignette 1: “Prosued our Course down the Creek to the forks about 5 miles where we met a part of the <Flat Head> [Tushepau] Nation of 33 lodges about 80 men 400 Total and least 500 horses, those people recved us friendly, threw white robes over our Sholders & Smoked in the pipes of peace, we Encamped with them & found them friendly but nothing but berries to eate a part of which they gave us, those Indians are well dressed with Skin Shirts & robes...” (Captain Clark, 4 September 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 5, 187.)

Vignette 2: “we assembled the Chiefs & warriers and Spoke to them (with much dificuety as what we Said had to pass through Several languajes before it got into theirs, which is a gugling kind of languaje Spoken much thro the through [throat])... I purchased 11 horses & exchanged 7 for which we gave a fiew articles of merchendize. those people possess ellegant horses... They Call themselves Eoote-lash-Schute [Oat la shoot]...” (Captain Clark, 5 September, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 5, 188-189.)

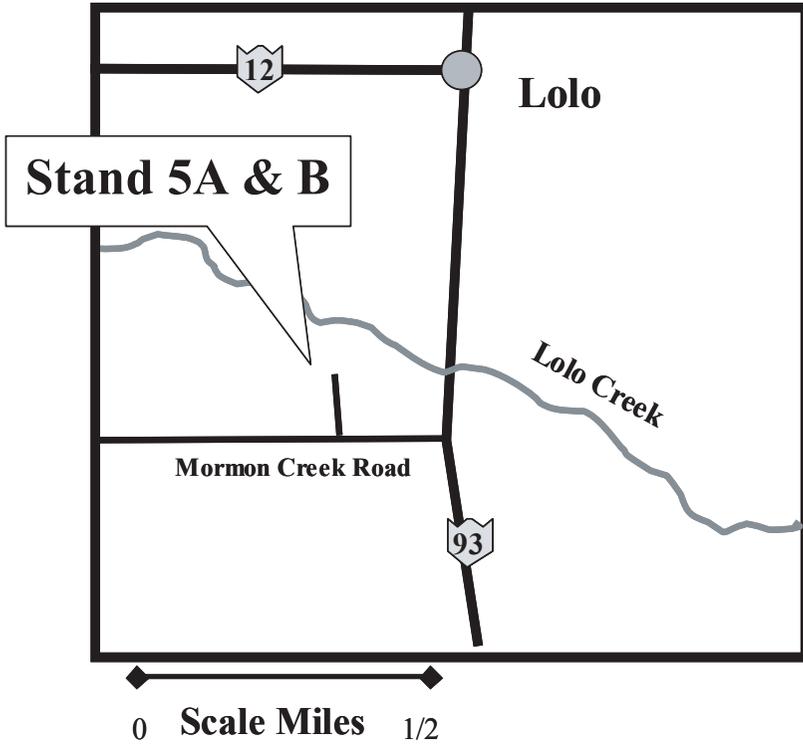
Vignette 3: “The Indian dogs are so hungry and ravenous, that they eat 4 or 5 pair of our mockasons last night... They are a very friendly people; have plenty of robes and skins for covering, and a large stock of horses, some of which are very good; but they have nothing to eat but berries, roots and such articles of food. This band is on its way over to the Missouri or Yellow-stone river to hunt buffaloe. They are the whitest Indians I ever saw...” (Sergeant Gass, 5 September 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 10, 138.)

Teaching Points:

Civil Affairs. *Civil Affairs* activities establish, maintain, influence, or exploit relations among civil authorities and the civilian populace in an area of operations to facilitate military operations. Evaluate the captains' dealings with the Shoshone and Salish Indians.

Selfless Service. General of the Army Omar N. Bradley stated: "The Nation today needs men who think in terms of service to their country and not in terms of their country's debt to them." During this phase of the expedition—over the divide, the Salmon River reconnaissance, and Lost Trail Pass—how did the actions of the captains and their men demonstrate the Army value of selfless service to their country?

Day 4
Stands 5A & B
(Over the Mountains)



Map 4-6

Stand 5
Travelers' Rest
(9-10 September 1805)

Directions: From Hamilton, Montana, go north on US 93. At the southern outskirts of Lolo, Montana, turn right onto Mormon Creek Road. Then turn right into Travelers' Rest State Park.

Orientation (See Visuals 4-3 and 4-4, Appendix D): US 93 closely approximates the route traveled by the Corps of Discovery as it followed the Bitterroot River northward. Approximately 1 mile southeast of this point, the captains turned west and followed Lolo Creek to this spot, where they established camp in the flats below.

Situation 5A: Westward Bound. On 7 September 1805, the members of the Corps of Discovery continued to move northward following the present-day Bitterroot River. The day was dark and rainy, but they still managed to travel more than 22 miles. The hunters had significant success, bringing in two deer and several birds that day. A hearty meal that evening boosted morale, and Private Whitehouse noted in his journal his trust in the two captains. Their good spirits must have been somewhat dampened by the constant sight of the high mountains to the west, knowing they would eventually have to turn westward and cross them. They made 23 miles over relatively easy ground on 8 September and also added to their herd with the capture of two lame horses and a colt. They camped that evening near present-day Stevensville, Montana. On 9 September, the corps moved north to the vicinity of today's Lolo, Montana. That day Toby provided Clark with excellent intelligence for the future return trip to the east. He stated that, by following today's Clark Fork River and then the Blackfoot River, they would reach an excellent pass over the Continental Divide and then down to the Missouri River. Using Toby's information, the captains made a correct assessment of the route and determined it would return them to the vicinity of the Great Falls. It had taken the corps 53 days to get from the Great Falls to this point. Toby believed it would only take four days to get back to the Missouri River; it actually took Lewis' party nine days on the 1806 return trip.

On 9 September, the captains established a camp along a small creek that they called Travelers' Rest (today's Lolo Creek) near present-day Lolo, Montana. The captains chose the location, a well-used Indian campsite, based on advice from Toby. It was here the corps would leave the Bitterroot Valley and follow an Indian trail to the west over the

mountains. The captains used the camp to make their final plans and preparations for the crossing. The men used the good weather to clean and repair their equipment. Taking advantage of the plentiful supply of game in the area, the captains also had the hunters add to their food supply. On 10 September, the hunters returned with fresh meat and were accompanied by three Indians they had encountered while hunting. The three Indians were searching for 25 horses stolen by the Shoshone. Lewis mistakenly called them “Flatheads,” as with the Salish, but they were actually Nez Perce from the west side of the mountains. For Lewis, this was most important and irrefutable proof that the mountains could be crossed. The Nez Perce also provided additional intelligence to the captains. They insisted the mountains could be crossed in six days, which probably greatly encouraged the captains. It gave them hope that perhaps the Bitterroot Mountains were not as daunting as they appeared. The Indians also spoke of three other routes back to the Missouri River, each shorter than the route taken by the corps. Lewis may have mentally reviewed his orders from Jefferson instructing him to find “the most direct & practicable water communication across the continent.” However, rather than taking time then to backtrack and confirm these alternate routes, the captains decided to complete their westward trek first and then explore the alternate routes on the return journey. One of the three Nez Perce also agreed to join them and help guide the corps back over the mountains. The corps remained at Travelers’ Rest until 11 September. The party departed the camp at about 3 p.m., determined at last to cross over the mountains, their last major obstacle before reaching the rivers that flowed into the Pacific.

Vignette 1: “Our party seemed revived at the success that the hunters had met with, however in all the hardships that they had yet undergone they never once complained, trusting to Providence & the Conduct of our Officers in our difficulties...” (Private Whitehouse, 7 September 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 11, 305.)

Vignette 2: “...encamped on a large creek which falls in on the West as our guide informes that we should leave the river at this place and the weather appearing settled and fair I determined to halt the next day rest our horses and take some scelestial Observations. we called this Creek *Travelers Rest...*” (Captain Lewis, 9 September 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 5, 192.)

Teaching Points:

Operational Pause. FM 3-0, *Operations*, states an *operational pause* is a deliberate halt taken to extend operational reach or prevent culmination. Evaluate the captains' decision to pause at Travelers' Rest.

The Team. *Team* identity comes out of mutual respect among its members and trust between leaders and subordinates. The bond between leaders and subordinates likewise springs from mutual respect as well as from discipline (FM 22-100, 3-2). What does Private Whitehouse's journal entry for 7 September tell us about the Corps of Discovery as a team?

Situation 5B: Eastward Bound. The Corps of Discovery returned to Travelers' Rest on 30 June 1806 after a six-day crossing of the Bitterroot Mountains. Once again they used the site to rest and prepare for the next phase of the operation. It was also the site where they executed what may have been the captains' most controversial decision during the expedition. They had conceived a plan at Fort Clatsop over the previous winter to split the corps into multiple detachments to explore more ground on the return trip. At Travelers' Rest they rested for two days and finalized plans for dividing the expedition. The plan called for Captain Lewis to explore the Marias River and Captain Clark to explore the Yellowstone River. The NCOs would conduct supporting missions to recover the canoes and caches, portage equipment around the Great Falls, and move the horses to the Mandan villages.

From 3 July 1806 to 12 August 1806, the corps split into multiple detachments. Lewis departed Travelers' Rest with nine men, five Nez Perce guides, and 17 horses. He moved down the Bitterroot River to present-day Missoula, Montana, and then up the Big Blackfoot River. He then traveled along an Indian trail over the Continental Divide and followed the Sun River to the upper portage camp on the Missouri. At the upper portage camp, Lewis split his group into two detachments, one commanded by himself and the other by Sergeant Gass. The Gass Detachment, consisting of Sergeant Gass and Privates Frazer, Thompson, Werner, Goodrich, and McNeal, remained at the upper portage camp and prepared the cache for the portage around the falls. Lewis' Detachment, which included Drouillard and the Field brothers, moved cross-country to the Marias River to determine if the river continued north into the British fur trading grounds. Lewis followed the Marias River to present-day Cut Bank, Montana, where he decided

the river did not continue north and so turned back to the Missouri.

Meanwhile, Clark departed Travelers' Rest with the main body of the corps. He followed the Bitterroot River toward Ross' Hole. He disregarded the previous route over Lost Trail Pass and followed the established Indian trail through the Salmon River valley to today's Gibbon Pass and into the Big Hole country. Clark arrived back at Camp Fortunate on 8 July 1806 and recovered the cache and canoes. Clark used the canoes to float down the Beaverhead River to the Jefferson River and then on to the Three Forks. Meanwhile, Sergeant Pryor and his six men herded the horses along parallel to the river. At the Three Forks, Clark divided his group into three detachments. He directed Sergeant Ordway and his nine men to take the canoes down the Missouri to the upper portage camp, where they were to link up with the Gass Detachment and continue on to the confluence of the Marias and Missouri Rivers. Clark ordered Sergeant Pryor to take three men and the remaining 26 horses cross-country to the Mandan villages. They were to negotiate with the Mandans and the Northwest Fur Company, using the horses as trading material. The goal was to persuade key Indian leaders to return with the corps to meet with President Jefferson. Clark took the Charbonneau family and five men to explore the Yellowstone River.

All the detachments had mixed success, with the exception of the Pryor Detachment. Not long after they departed from Clark, Crow Indians raided Pryor's camp and stole all the horses. Sergeant Pryor recovered from the mishap by directing his men to build bullboats from willow branches and buffalo skins. He then floated his detachment down the Yellowstone until he met Clark at the confluence of the Yellowstone and Missouri Rivers on 8 August 1806. Sergeant Ordway's group took the canoes down the Missouri to the upper portage camp. There he linked up with the Gass Detachment, and the combined group executed a portage around the falls. The two sergeants then moved the group to the confluence of the Missouri and Marias Rivers to wait for the Lewis Detachment. Clark's Detachment explored the Yellowstone River and arrived at the Missouri River on 3 August. There, he established a camp to wait for the remainder of the corps.

To the north, the Lewis Detachment experienced difficulty soon after turning back toward the Missouri River. On 26 July they encountered a group of young Blackfoot Indians and camped with them that night. The next morning, the Indians attempted to steal several rifles and horses. In the resulting scuffle, Private Reubin Field killed one Indian with a knife and Lewis mortally shot another. Lewis now found himself in the middle of hostile Blackfoot territory with no help within supporting distance. He

decided the best course of action was to flee. He and his men rode 120 miles in 24 hours. Miraculously, they reached the Missouri River just as Ordway's and Gass's Detachments were floating by. The combined groups then floated down the river to link up with Clark at the Yellowstone River. Lewis' misfortune continued when Private Cruzatte accidentally shot him in the buttocks during a hunting accident. The Corps of Discovery reunited again on 12 August, not far from the confluence of the Yellowstone and Missouri Rivers.

Vignette 3: "All arrangements being now compleated for carrying into effect the several schemes we had planed for execution on our return, we saddled our horses and set out I took my leave of my worthy friend and companion Capt. Clark and the party that accompanied him. I could not avoid feeling much concern on this occasion although I hoped this separation was only momentary..." (Captain Lewis, 3 July 1806, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 8, 83.)

Vignette 4: "... and now (thanks to God) we are all together again in good health, except Captain Lewis, and his wound is not serious..." (Sergeant Gass, 12 August 1806, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 10, 266.)

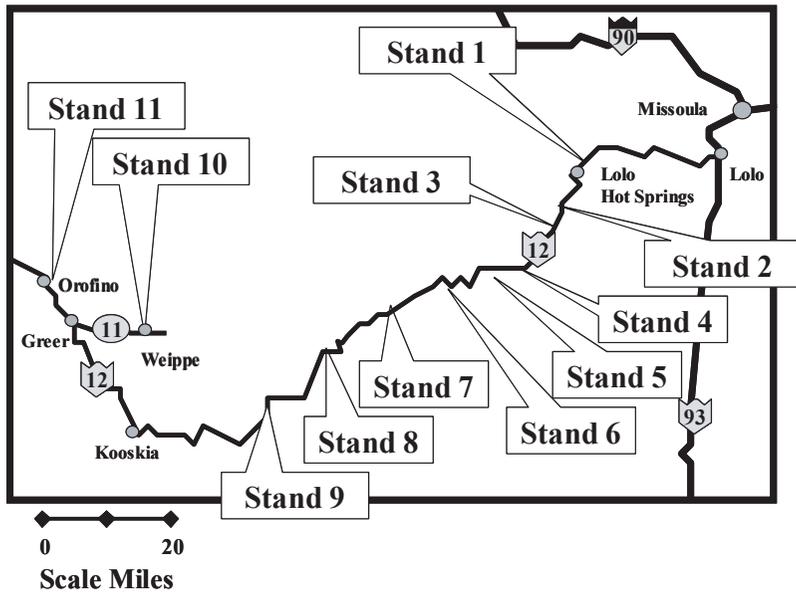
Teaching Points:

Risk Management. *Risk Management* is the process of identifying, assessing, and controlling risk arising from operational factors, and the making of informed decisions that balance risk cost with mission benefits. Evaluate the captains' decision to split the corps, sending different detachments on multiple routes with multiple missions.

Collective Confidence. FM 22-100 states that *collective confidence* comes from winning under challenging and stressful conditions. In what ways does the captains' decision to split into four detachments demonstrate collective confidence?

Note on Lodging: CSI recommends group lodging at the end of day four in Lolo, Montana. Lolo offers numerous hotel and motel accommodations. Some offer reduced rates for large groups.

Day 5
The Challenge of the Rocky Mountains
(7 September to 7 October 1805)



Map 5-1

Begin the day in Lolo, MT

Stand 1, Howard Creek (Interpretive Turnout, US 12, Mile Marker 9.5)

Stand 2, Packer Meadow (Lolo Pass Visitor Center, US 12)

Stand 3, Road not Taken (Interpretive Turnout, US 12, Mile Marker 172)

Stand 4, Colt Killed Camp (US 12, Powell Ranger Station)

Stand 5, Whitehouse Pond and Snow Bank Camp (Wendover Campground, US 12, Mile Marker 159)

Stand 6, Lonesome Cove Camp (Colgate Licks, US 12)

Stand 7, Sinqe [Sink] Hole Camp (Eagle Mountain Pack Bridge, Mile Marker 136)

Stand 8, Sherman Peak (Fish Creek, US 12, Mile Marker 121)

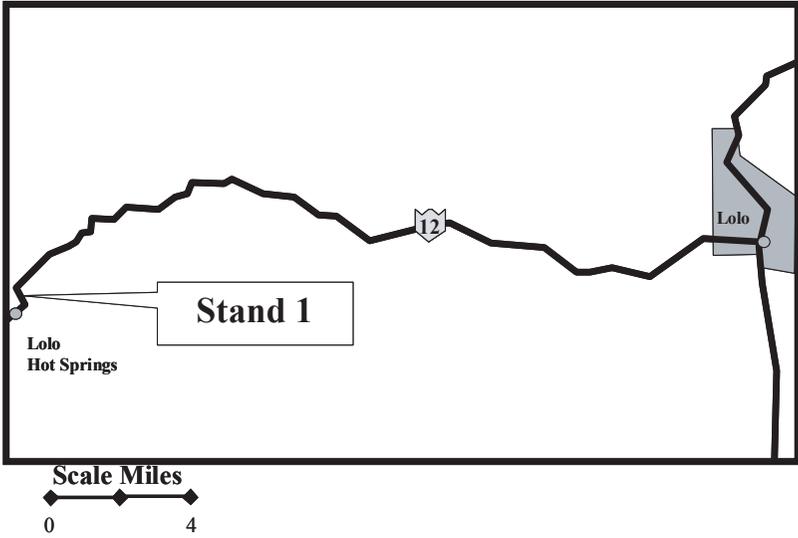
Stand 9, Horse Steak Meadow (APGAR Recreation Area, US 12, Mile Marker 105)

Stand 10, Weippe Prairie (Weippe, ID)

Stand 11, Clearwater River (Canoe Camp Park, Ahsahka, ID, US 12, Mile Marker 48)

End the day at Orofino, ID

Day 5
Stand 1
(Howard Creek)



Map 5-2

Stand 1
Howard Creek
(11 - 12 September 1805)

Directions: From Lolo, go west on US 12 to mile marker 9.5. Park at the interpretive sign pullout on the left side of the road and orient the group toward the cleared field and Lolo Creek to the west.

Orientation (See Visual 5-1, Appendix D): The Corps of Discovery followed an Indian trail that closely approximates today's US 12. It took the corps two days to travel the same route you have just followed. The area today is much like it was in 1805 and is still very much uninhabited. The modern highway was not completed until 1962.

Situation: The captains planned to depart Travelers' Rest the morning of 11 September and cross over the mountains. Unfortunately, two of the horses strayed the night before, and the corps lost valuable time searching for the missing animals. While waiting for the expedition to get ready to move, the Nez Perce guide became impatient and quietly disappeared into the woods. He may have returned over the mountains ahead of the corps or, more likely, rushed on to join his two companions in searching for the horses stolen by the Shoshone.

The corps finally left Travelers' Rest at 3 p.m. with 40 horses and three colts. The men had accumulated extra food for the planned, six-day crossing and counted the colts as emergency rations. However, their feeding plan depended heavily upon supplementing their limited food supply with game the hunters could kill. They moved from Travelers' Rest along an established Indian trail to the vicinity of present-day Anderson Gulch. It is interesting to note that although the Indian trail was little more than a well-worn footpath, the captains referred to it as a road. The fact that the hunters saw no game that day foreshadowed hungry times ahead for the corps.

The corps' departure went much better on 12 August; it was able to begin moving around 7 a.m. Continuing to follow the Indian road, which stayed on higher ground, allowed the corps to avoid the dense brush along the creek. The road's frequent ups and downs over the steep terrain quickly tired the men and horses. The captains continued to push forward till approximately 8 p.m. and camped for the night near present-day Spring Gulch (the location of Stand 2). Some of the party had straggled and did not reach the campsite until 10 p.m.

Vignette 1: “The loss of 2 of our horses detained us until 3 o’clock. P.M. our *Flathead* Indian being restless thought proper to leave us and proceed on alone...” (Captain Clark, 11 September 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 5, 199.)*

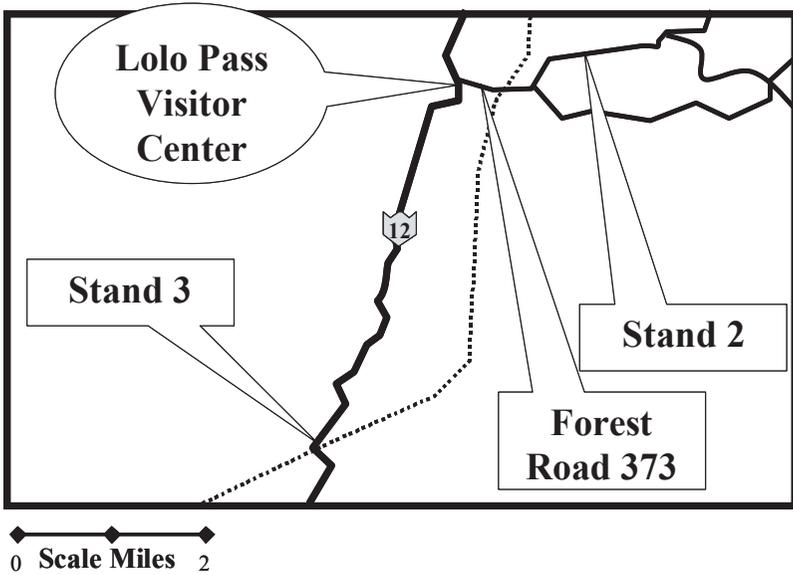
Vignette 2: “Set out at 7 o’clock & proceeded on up the Creek... at 2 miles ascended a high hill & proceeded through a hilly and thickly timbered Country for 9 miles & on the Right of the Creek, passing Several branches from the right of fine clear water and Struck at a fork [Grave Creek] at which place the road forks, one passing up each fork... The road through this hilly Country is very bad passing over hills & thro’ Steep hollows, over falling timber continued on & passed Some most intolerable road on the Sides of the Steep Stony mountains, which might be avoided by keeping up the Creek which is thickly covered with under growth & falling timber ... Crossed a mountain 8 miles with out water & encamped on a hill Side on the Creek after Decending a long Steep mountain...” (Captain Clark, 12 September 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 5, 201.)

Teaching Point:

Assessing the Situation. The captains planned an estimated six days for crossing the Bitterroot Mountains. They based their plan on the anticipated cooperation of the Nez Perce guide. Their six-day plan also depended heavily upon hunting successfully and foraging to supplement food supplies for the men and horses. Today our commanders use the factors of METT-TC to *assess the situation*. Using those METT-TC factors, update the captains’ estimate of the situation after two days in the mountains.

* All vignettes retain the enigmatic writing of the journalists. See the introduction to Section III for an explanation of the editorial principles used with the journal entries.

**Day 5
Stand 2
(Packer Meadow)
and
Stand 3
(The Road Not Taken)**



Map 5-3

Stand 2
Packer Meadow
(13 September 1805)

Directions: Continue west on US 12 to the top of the pass. At the Lolo Pass visitor center, go east for one mile on Forest Road 373.

Orientation (See Visual 5-2, Appendix D): These glades are among the few remaining spots along the Lewis and Clark Trail that still look much the same as they did when the captains first saw them. The Corps of Discovery entered the meadow at the northeast end and then followed the creek to the west. The camp was at the southwest end of the meadow.

Situation: On the morning of 13 September 1805, the Corps of Discovery again encountered difficulty collecting the horses. Lewis' horse and another had strayed from the Howard's Creek camp. The captains decided that, instead of delaying the whole group, Lewis and four privates would remain behind to search for the animals. Clark proceeded on with the main body and, later that morning, came upon some hot springs. Unfortunately Toby was confused by the multiple trails leading into and out of the hot springs and initially took the wrong trail. This caused the party to make a treacherous 3-mile detour to get back on the main trail. Clark was concerned about Lewis and decided to stop for lunch to allow time for Lewis to catch up. Lewis and the four privates rejoined the group during lunch but without the strays. The captains decided to continue westward but did send their two best hunters back to find the lost animals. They pushed over the top of the mountain ridge that serves today as a border between Montana and Idaho. At the top they found a beautiful open glade with a clear mountain stream running through it, a perfect campsite with easy access to water, firewood, and grass. The captains established a camp at the lower end of the meadow and named the creek Glade Creek (known today as Pack Creek).

Vignette 1: “a Short distance passed a Warm Spring, which nearly boiled where it Issued out of the rocks a Short distance below the natives has dammed it up to bathe themselves in, and the water in that place is considerable above blood heat. it runs out in Sundry places and Some places cooler than others. Several of us drank of the water, it has a little sulfur taste and very clear. these Springs are very beautiful to See, and we think them to be as good to bathe in &c. as any other ever yet found in the United States...” (Private Whitehouse, 13 September 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 11, 312-313.)

Vignette 2: “as Several roads led from these Springs in different derrections, my Guide took a wrong road and took us out of our rout 3 miles through intolerable rout, after falling into the right road I proceeded on thro tolerabl rout abt. 4 to 5 miles and halted to let our horses graze as well as waite for Capt Lewis who has not yet Come up... after he came up, and we proceeded over a mountain to the head of the Creek which we left to our left and at 6 miles from the place I nooned it, we fell on a Small Creek from the left which Passed through open glades Some of which ½ mil wide, we proceeded down this Creek about 2 miles to where the mountains Closed on either Side crossing the Creek Several times & Encamped...” (Captain Clark, 13 September 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 5, 203.)

Teaching Points:

NCOs. The role of the NCO in the US Army has evolved over time. Today the NCOs are the backbone of the Army. They train, lead, and take care of enlisted soldiers. In short, the NCOs conduct the Army’s daily business. The 13th of September was the second time strayed horses had interfered with the unit’s movement. Did Lewis make the correct decision to stay behind with four men to look for the horses? Should he have detailed the responsibility to an NCO?

Value of the Staff Ride. The stand at Packer Meadow provides the opportunity to discuss staff riding in general. A private company planned to log this land in 1997. Through the modern miracle of e-mail, several Lewis and Clark activists were able to mobilize state agencies and sway public opinion to prevent the logging. Over the next two years, they raised money and purchased the land. They then donated the ground to the Idaho Department of Parks and Recreation, saving this historical piece of ground for future generations to enjoy. Much of what we have done today could be done in a classroom or briefing environment. Evaluate the linking of historical events with the actual terrain used in the staff ride methodology.

Stand 3
The Road Not Taken
(14 September 1805)

Directions: Continue west on US 12 to the vicinity of mile marker 172. Park the group at the interpretive sign pullout on the right side of the road.

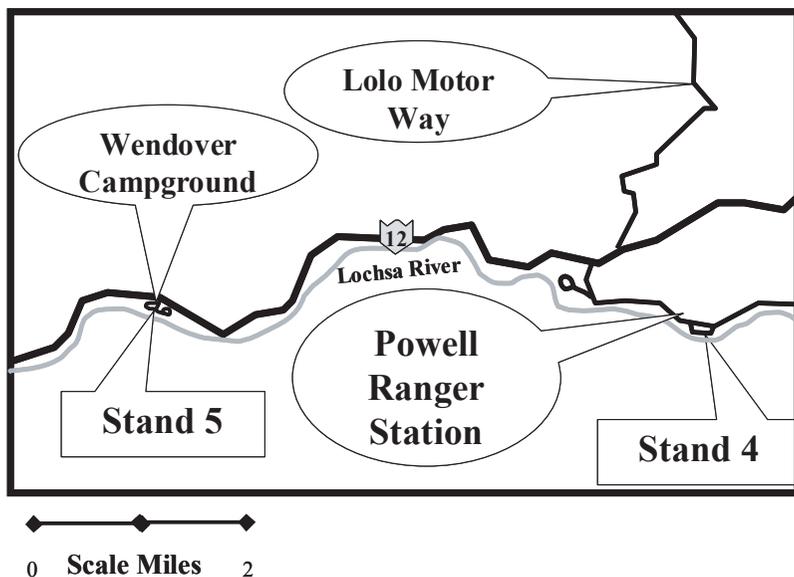
Orientation (See Visual 5-2, Appendix D): The main Indian road crossed today's US 12 at this location and continued to the southwest toward the Nez Perce homeland. A secondary trail branched off the main trail about 1 mile to the east and then paralleled the modern highway down to the Lochsa River. The Salish Indians used the secondary trail to get to fishing areas on the river.

Situation: Toby led the Corps of Discovery out of the Packer Meadow Camp the morning of 14 September 1806. He continued to lead them along the Indian road with the intention of remaining on the trail that crossed over the mountains to the Nez Perce homeland. Unfortunately, he missed a turn and instead took a side trail. His mistake was understandable because the side trail was a well-worn path that showed heavier and more frequent use than the Nez Perce trail. The Salish Indians had established the side trail as a route to fishing sites on a nearby river. It was a costly mistake, which resulted in adding a full day to the corps' passage through the mountains. The good news that day was that the hunters dispatched earlier to find the missing horse and colt rejoined the group with the missing horse; the colt was not found.

Teaching Point:

Assessing the Situation. The captains were unaware at this point that Toby had missed an important turn and added another day to their crossing of the mountains. Using the METT-TC factors, update the captains' estimate of the situation at day four in the mountains.

Day 5
Stand 4
(Colt Killed Camp)
and
Stand 5
(Whitehouse Pond and Snow Bank Camp)



Map 5-4

Stand 4
Colt Killed Camp
(14 September 1805)

Directions: Continue west on US 12 to mile marker 162 and turn left into the Powell Ranger Station. (Note: this stand may be done in the parking lot of the ranger station or, with the permission of the rangers, at the helicopter pad. The helicopter pad is the location of the 14 September campsite.)

Orientation (See Visual 5-2, Appendix D): We're currently located in the Lochsa River Valley. The captains referred to the river as the Flathead River or Kooskooskee River. Toby led the group from the vicinity of the previous stand (The Road Not Taken) down the ridge and then along a small tributary creek to this location.

Situation: Late in the day, Toby recognized he had lost the Nez Perce trail. The road should have remained on ridge tops and not descended into a river valley. The Corps of Discovery camped that evening on the banks of the Kooskooskee River (today's Lochsa) just opposite a small pine island and made plans to find the correct road the next day. The long march and heavy labor of moving the pack animals along the mountain trails had exhausted the men. To make matters worse, the hunters had no success in bringing in any meat. Ironically, today's game-rich Bitterroot Mountains were not rich in game in 1805. It wasn't until the later settlement of the plains drove deer and elk into the mountains that the Bitterroot Mountains became the game paradise it is today. The daily labor of moving through the mountains costs a person 4,000 to 5,000 calories a day (three MREs provide approximately 4,000 calories). Each man needed about 8 to 10 pounds of meat per day to meet his daily requirement. Lewis attempted to ease their hunger with a meal of portable soup, but the men wanted meat. Therefore, the captains agreed to kill one of the colts for food.

Vignette 1: "... none of the hunters killed any thing except 2 or 3 pheasants; on which, without a miracle it was impossible to feed 30 hungry men and upwards, besides some Indians. So Capt. Lewis gave out some portable soup, which he had along, to be used in cases of necessity. Some of the men did not relish this soup, and agreed to kill a colt; which they immediately did, and set about roasting it; and which appeared to me to be good eating..." (Sergeant Gass, 14 September 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 10, 142.)

Vignette 2: “Encamped opposit a Small Island at the mouth of a branch on the right side of the river which is at this place 80 yards wide, Swift and Stony, here we wer compelled to kill a Colt for our men & Selves to eat for the want of meat & we named the South fork Colt killed Creek, and this river we Call *Flathead* River. The Mountains which we passed to day much worst than yesterday the last excessively bad & Thickly Strowed with falling timber... our men and horses much fatigued...” (Captain Clark, 14 September 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 5, 205.)

Teaching Point:

Logistics. Lewis’ extensive logistics planning and preparations played a major role in the success of the expedition. Examples include the whiskey supply lasting till July 1805 and the tobacco lasting till March 1806. What was the status of the corps’ feeding plan at the end of day four in the mountains?

Stand 5
Whitehouse Pond and Snow Bank Camp
(15 September 1805)

Directions: Continue west on US 12 and watch for mile marker 159. Then turn left into the Wendover Campground. Park near the interpretive sign and take the path to a small clearing next to the river.

Orientation (See Visual 5-2, Appendix D): The Colt Killed Camp is approximately 4 miles upriver. The corps route came down the north side of the Lochsa and paralleled US 12 to the present location of Wendover Campground. The woods to the northwest are the base of Wendover Ridge.

Situation: Toby recognized he had lost the trail and was looking for a way to rejoin the Indian road. He led the group down Kooskooskee River about 4 miles to a long ridge that provided a route back up to the mountains. The ridge reached down to the river and, at its base, was 3,200 feet above sea level. It then climbed for 6 miles back to the Indian road along a major east-to-west spine of the mountains at about 5,800 feet. The Corps of Discovery spent the majority of the day climbing the mountainside to reach the main Indian road to the west. The climb was incredibly difficult because of the steep ascent and the abundance of deadfall timber blocking the route. At one point in the climb, the horse carrying Clark's field desk rolled down a 40-yard slope. The horse survived, but the desk was smashed. Approximately halfway up the ridge, the captains halted the group at a spring to rest and let the stragglers catch up. They had hoped to establish a night camp at the top of the ridge but could not find water, so they continued west a short distance. Clark halted the group at an old snow bank to make camp. They melted some of the snow to make the evening meal of portable soup. The corps had made only 12 miles that day, and the captains were somewhat discouraged. They had expected a six-day passage, and now, at day five in the mountains, they could see nothing but mountains in every direction.

Vignette 1: "We set out early, the morning Cloudy, and proceeded on Down the right Side of [Kooskooskee] River over Steep points rocky and buschey as usial, for 4 miles to an old Indian fishing place, here the road leaves the river to the left and assends a *mountain* winding in every direction to get up the Steep assents & to pass the emence quantity of falling timber which had falling from dift causes i.e., fire & wind and has

deprived the Greater part of the Southerly Sides of this mountain of its green timber, 4 miles up the mountain I found a Spring and halted for the rear to come up and to let our horses rest and feed, about 2 hours the rear of the party came up much fatigued & horses more so, Several horses Slipped and rolled down Steep hills which hurt them very much The one which Carried my desk and Small trunk Turned over and roled down a mountain for 40 yards & lodged against a tree, broke the Desk the horse escaped and appeared but little hurt. Some others very much hurt...

From this mountain I could observe high rugged mountains in every direction as far as I could See. with the greatest exertion we Could only make 12 miles up this mountain and encamped on the top of the mountain near a Bank of Old Snow about 3 feet deep lying on the Northern Side of the <hills> mountain and in Small banks on the top and level parts of the mountain..." (Captain Clark, 15 September 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 5, 206-207.)

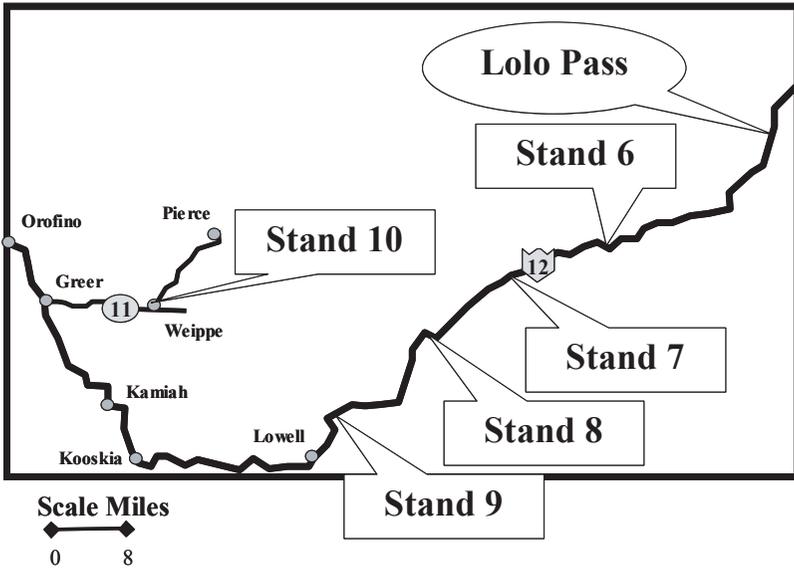
Vignette 2: "Having breakfasted on colt, we moved on down the river 3 miles, and again took the mountains. In going up, one of the horses fell, and required 8 or 10 men to assist him in getting up again. We continued our march to 2 o'clock when we halted at a spring and dined on portable soup and a handful of parched corn. We then proceeded on our journey over the mountains to a high point, where, it being dark, we were obliged to encamp. There was here no water; but a bank of snow answered as a substitute; and we supped upon soup." (Sergeant Gass, 15 September 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 10, 142-143.)

Teaching Point:

Updating the Estimate. Again using today's METT-TC factors, update the captains' estimate for crossing the mountains. Factors to consider include: fatigue; Toby the guide has lost the trail twice, one minor detour of three miles and one major detour that cost a full day; lack of game and forage in the mountains; one colt killed for emergency rations; and Clark's statement: "From this mountain I could observe high rugged mountains in every direction as far as I could see."

Day 5

- **Stand 6 (Lonesome Cove Camp)**
- **Stand 7 (Sinque Hole Camp)**
- **Stand 8 (Sherman Peak)**
- **Stand 9 (Horse Steak Meadow)**
- **Stand 10 (Weippe Prairie)**



Map 5-5

Stand 6
Lonesome Cove Camp
(16 September)

Directions: Continue west on US 12 and park at the Colgate Licks Interpretive Signs.

Orientation (See Visual 5-3, Appendix D): The trail the Corps of Discovery followed was about 5 miles to the north and parallel to the modern highway.

Situation: The Corps of Discovery continued to struggle to the west on 16 September, the sixth day in the mountains. Their plight worsened when it snowed all day, adding 4 inches on top of several existing inches of snow; and Clark, the one who rarely complained, feared his feet would freeze. The route was incredibly difficult and greatly taxed the strength of the men and horses. To make it easier on the weary men, Clark forged ahead with one man to break the trail, establish a camp and get a fire going. The corps stumbled into Clark's camp that evening, having made only 13 miles. The captains ordered a second colt killed for food to help revive the spirits of the men.

Vignette 1: "some of the men without Socks raped rags on their feet, and loaded up our horses and Set out without any thing to eat, and proceeded on... all being tired & hungry, obliged us to kill another colt..." (Private Whitehouse, 16 September 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 11, 318-319.)

Vignette 2: "... proceeded over the most terrible mountains I ever beheld..." (Sergeant Gass, 16 September 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 10, 143.)

Vignette 3: "began to Snow about 3 hours before Day and Continud all day the Snow in The morning 4 Inches deep on The old Snow, and by night we found it from 6 to 8 Inches deep... I have been wet and as cold in every part as I ever was in my life, indeed I was at one time fearfull my feet would freeze in the thin Mockersons which I wore... men all wet cold and hungary. Killed a Second Colt which we all Suped hartily on and thought it fine meat... to describe the road of this day would be a repitition of yesterday excpt the Snow which made it much wors..." (Captain Clark, 16 September 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 5, 209.)

Teaching Point:

Motivation. *Motivation* gives subordinates the will to do everything they can to accomplish a mission. How did the captains and NCOs motivate the Corps of Discovery to continue moving west?

Stand 7
Sinque Hole Camp
(17-18 September)

Directions: Continue west on US 12 to the vicinity of mile marker 136. Park at the Eagle Mountain Pack Bridge turnout.

Orientation (See Visual 5-3, Appendix D): The Indian trail the corps followed is parallel to the modern highway. The Sinque [Sink] Hole Camp is approximately 5.5 miles to the north.

Situation: The challenge of crossing the mountains was not only difficult for the members of the Corps of Discovery but also extremely hard on the horses. The horses were in very poor condition because of heavy physical labor and the lack of food. On the night of 17 September, the NCOs should have directed the men to hobble the horses to prevent them from wandering away to find food. However, they failed to direct the hobbling, and as a result, all the animals scattered to find forage. The men spent the next morning gathering the horses. One of the horses was found several miles to the rear. It was the mare of the colt killed the previous day; she was searching for her missing colt. All of this caused a significant delay, and by the time the horses were packed for movement, the corps was not ready to depart until 1:00 p.m.

Again the trail was “excessively bad,” and they were only able to make 10 miles that day. One of their significant challenges was the deep snow. The captains could see the mountain valleys below them had no snow, but they kept to the Indian trail along the top of the ridges. They were determined to proceed along the trail, knowing it was the established route to the Nez Perce homeland. They also knew from experience that the river valley would be clogged with even more deadfall than the current route was. That evening they camped near a sinkhole, and the captains ordered the last colt killed for the evening meal.

The captains discussed their situation and determined that the corps was near its breaking point. The food supply was almost gone; men and horses alike were near starvation. They considered two options, retreat to Travelers’ Rest for the winter or continue to the west. In their analysis they decided retreat was not a viable option. They did not have the strength or supplies to backtrack six days to the Bitterroot Valley; in fact they would rather die than give up. Their only hope for survival was to continue to the west out of the “terrible mountains.” The captains decided to split the corps in a “do-or-die” attempt to overcome the terrain. A small advance party of

the strongest men and horses would forge ahead rapidly to find food, and the main body would struggle along as best as it could. The advance party would then come back and rescue the main body as soon as it found food. They also decided that Clark, the stronger of the two captains, would lead the advance party.

The next morning, 18 September 1805, Clark moved ahead with six men. He believed the advance party could move at double or triple the corps' current rate of march because it was unencumbered with pack animals. He also reasoned his smaller group, traveling light and fast, had a better chance of finding game and could leave excess food along the trail for the following main body. He was determined to get out of the mountains, find food, and rescue Lewis' party.

Vignette 1: "Camped at a small Branch on the mountain near a round deep Sinque hole full of water..." (Private Whitehouse, 17 September 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 11, 319.)

Vignette 2: "The want of provisions together with the difficuely of passing those emence mountains dampened the Spirits of the party which induced us to resort to Some plan of reviving ther sperits. I deturmined to take a party of the hunters and proceed on in advance to some leavel Country, where there was game to kill ...& send it back..." (Captain Clark, 18 September 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 5, 213.)

Vignette 3: "Captain Clark set out this morning to go ahead with six hunters. there being no game in these mountains we concluded it would be better for one of us to take the hunters and hurry on to the leavel country a head and there hunt and provide some provisions <for> while the other remained with and brought on the party the latter of these was my part..." (Captain Lewis, 18 September 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 5, 211.)

Teaching Point:

Honor and Duty. FM 22-100 states that *honor* holds all other Army values together. In what ways does the decision to send Clark ahead demonstrate that the captains, NCOs, and men of the Corps of Discovery understood our present-day Army value of honor?

Stand 8
Sherman Peak
(18 September 1805)

Directions: Continue west on US 12 to the vicinity of mile marker 121. Park the group at the river access for Fish Creek and walk down to the river for a view of the creek.

Orientation (See Visual 5-4, Appendix D): The Indian trail is north of and parallel to the highway. Sherman Peak is 6 miles to the north, and the Hungry Creek Camp is 4.5 miles northwest along the creek.

Situation: The Corps of Discovery dined the morning of 18 September on what remained of the colt killed the night before. At daylight Clark moved out with his small advance party. After traveling about 20 miles, a glimmer of hope encouraged Clark when he saw, in the far distance, an “immense plain and level country,” the end of the mountains. He had climbed to the top of a nearby ridge for a view to the west. Today the ridge is called Sherman Peak or Spirit Revival Ridge. Clark made another 12 miles that day, totaling 32 miles over rugged and difficult terrain. Finding no game that day, Clark named a nearby creek Hungry Creek to commemorate the group’s hunger.

Lewis had also resumed writing in his journals on 18 September; he had made only two entries during the previous three weeks. He had intended to depart with the corps soon after sunrise that morning, but, again, difficulties with the horses delayed the corps’ departure. It appears Lewis had given specific instructions for the care of the horses the night before, but Private Willard had somehow failed to carry out his portion of the instructions and lost one of the mares. Lewis didn’t want to lose the morning searching for the horse, so he moved the group out at 8:30 a.m. without Willard who he left behind to search for the missing horse. Late that afternoon Private Willard rejoined the group without the horse. Lewis’ group, encumbered by its late start and the slow-moving pack animals, made only 18 miles that day, 14 less than Clark’s advance party. Lewis’ journal entry for 18 September showed his understanding of their critical situation. The men and horses were nearing starvation, but their dependence on the packhorses precluded the possibility of killing another horse for food.

Vignette 1: “a fair morning cold I proceeded on in advance with Six hunters... from the top of a high part of the mountain at 20 miles I had a

view of an emence Plain and leavel Countrey to the S W & West at a great distance. made 32 miles and Encamped on a bold running Creek passing to the left which I call *Hungry Creek* as at that place we had nothing to eate...” (Captain Clark, 18 September 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 5, 213-214.)

Vignette 2: “I directed the horses to be gotten up early being determined to force my march as much as the abilities of horses would permit. the negligence of one of the party Willard who had a spare horse <in> not attending to him and bringing him up last evening was the cause of our detention this morning until ½ after 8 A M when we set out...” (Captain Lewis, 18 September 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 5, 211.)

Vignette 3: “we marched 18 miles this day and encamped on the side of a steep mountain... We dined & suped on a skant proportion of portable soup... a little bears oil and about 20 lbs. of candles form our stock of provision, the only recourses being our guns & packhorses. the first is but a poor dependence in our present situation where there is nothing upon earth exept ourselves and a few small pheasants, small gray Squirrels, a blue bird of the vulture kind...” (Captain Lewis, 18 September 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 5, 211-213.)

Teaching Point:

Will. Captain Lewis had previously demonstrated the inner drive of *will* from the top of Lemhi Pass when he discovered that the hope of a waterborne northwest passage did not exist. How does the corps’ situation in the Bitterroot Mountains demonstrate the will of the captains and their men?

Stand 9
Horse Steak Meadow
(19 September 1805)

Directions: Continue west on US 12 to the vicinity of mile marker 105 and turn into the APGAR Recreation Campground. Follow the campground road to the right and park where the group has a view of the mountains to the northwest.

Orientation (See Visual 5-4, Appendix D): The historical trail is parallel to the highway. Horse Steak Meadow is 11 miles to the north, and the Cedar Creek Camp is 10 miles to the northwest.

Situation: The Corps of Discovery continued to move in two groups on 19 September 1805. Clark departed the Hungry Creek camp at daylight and continued his rapid pace to get out of the mountains. His hunters happened on a lost Indian horse early in the morning, and the unfortunate animal quickly became the hungry men's breakfast. They ate what they needed and then hung the rest in a tree for Lewis and the main body of the corps. Today the site is remembered as Horse Steak Meadow. Clark's route took them over two mountain ridges, and because of the tremendous amount of deadfall, they were only able to make 22 miles. He remarked in his journal that having to go around the profusion of fallen timber actually doubled the 22 miles they traveled. He summed up his description of the route with the simple but telling words, "road bad."

Lewis' group also managed to break camp and move out at daylight. Perhaps his disciplining of Private Willard the morning before had affected how the men cared for their horses. Following along Clark's path, Lewis also climbed to the top of Sherman Peak and saw the distant prairies, which he estimated were about 60 miles away. Despite his belief that the prairies were a three- or four-day march away, he allowed old Toby to boost morale by claiming the prairies were within one hard day's march. Toby's estimate was actually closer than Lewis', as the prairies were, as the crow flies, only 30 miles from Sherman Peak. However, Toby's estimate did not take into account that the mountain trail was "excessively dangerous" or the poor condition of the men and horses. Strong, well-provisioned men and horses might have been able to make it in one day, but the corps was suffering from malnutrition and in the early stages of starvation. Because of their malnutrition, the men were also very susceptible to infections, and many of them were sick. It is a testament to Lewis' and the sergeants' leadership that they managed to make 18 miles that day.

Vignette 1: “Set out early. Proceeded on up the [Hungry] Creek, passing through a Small glade at 6 miles at which place we found a horse. I derected him killed and hung up for the party after takeing a brackfast off for our Selves which we thought fine after Brackfast proceed on up the Creek two miles & left it to our right passed over a mountain... and through much falling timber... road bad...” (Captain Clark, 19 September 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 5, 216.)

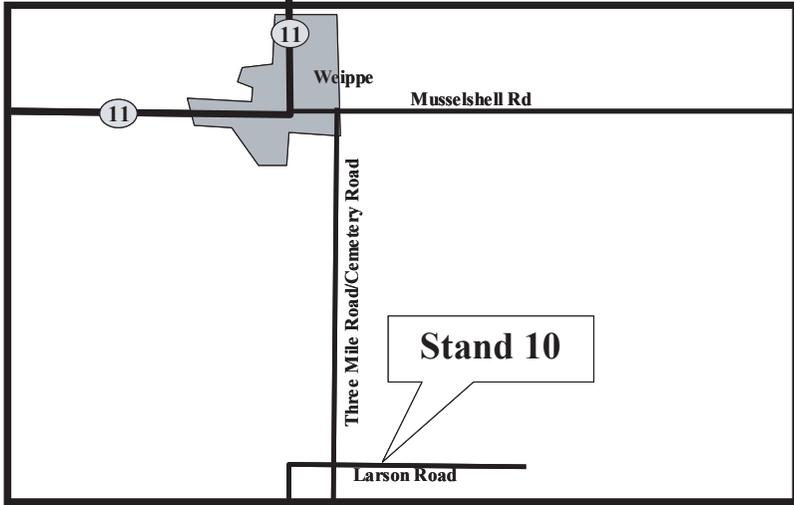
Vignette 2: “One of our horses fell down the precipice about 100 feet, and was not killed, nor much hurt: the reason was, that there is no bottom below, and the precipice, the only bank, which the creek has; therefore the horse pitched into the water, without meeting with any intervening object, which could materially injure him... Having heard nothing from our hunters, we again supped upon some of our portable soup. The men are becoming lean and debilitated, on account of the scarcity and poor quality of the provisions on which we subsist: our horses’ feet are also becoming very sore. We have, however, some hopes of getting soon out of this horrible mountainous desert, as we have discovered the appearance of a valley or level part of the country about 40 miles ahead. When this discovery was made there was as much joy and rejoicing among the corps, as happens among passengers at sea, who have experienced a dangerous and protracted voyage, when they first discover land on the long looked for coast...” (Sergeant. Gass, 19 September 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 10, 144-145.)

Vignette 3: “the road was excessively dangerous along this creek being a narrow rocky path generally on the side of steep precipice... we encamped on the Stard. side of it in a little raviene, having traveled 18 miles over a very bad road. we took a small quantity of portable soup, and retired to rest much fatigued. several of the men are unwell of the disentary. brakings out, or irruptions of the Skin, have also been common with us for some time...” (Captain Lewis, 19 September 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 5, 215.)

Teaching Point:

Selfless Service and Teamwork. Why is *selfless service* an essential element of *teamwork*? In what ways does the corps’ crossing of the Bitterroot Mountains demonstrate selfless service and teamwork?

Day 5
Stand 10
(Weippe Prairie)



Map 5-6

Stand 10
Weippe Prairie
(20 – 23 September 1805)

Directions: Continue to follow US 12 to the west and pass through Kooskia and Kamiah, Idaho. At the town of Greer, take Route 11 to the east out of the river valley onto the upper prairie to Weippe. When Route 11 turns to the left in the center of Weippe, go straight instead for .2 miles and then turn right on Cemetery Road. At 1.7 miles, turn left on Larson Road and watch for the Lewis and Clark interpretive sign. Park and orient the group toward the prairie beyond the signs.

Orientation (See Visual 5-5, Appendix D): These prairies are part of the traditional homeland of the Nez Perce Indians. The Corps of Discovery entered the prairies from the Bitterroot Mountains to the east.

Situation: On 20 September, Clark's group marched out of the mountains onto the prairie and saw an Indian village in the distance. About a mile from camp, they came upon three Indian boys. The encounter surprised and frightened the boys, as Clark and his men were dirty, unshaven, and near starvation. Indian legend later described them as human-like creatures with hair on their faces and eyes like fish. The Nez Perce had a long-standing prophecy that strange men would come from the east and change things forever. In accordance with the prophecy, they provided a cordial welcome to the white men. Clark called them the Cho-pun-ish or pierced noses; they referred to themselves as the NeMeePoo, the people. He found the first camp about 3 miles southeast of present-day Weippe on Jim Ford Creek. It was occupied mainly by women, children, and elderly, because the warriors were away raiding Shoshone camps to the southwest. The elders of the first camp led them to a second village about 1 mile southwest of Weippe, where the women provided buffalo meat, dried salmon, berries, and camas to the starved men. Unfortunately, Clark and many of the men overate and made themselves sick.

Back in the mountains, Lewis' group again had problems collecting the horses that had scattered to find food. Lewis didn't seem to be overly concerned about the delay and devoted a full page in his journal to the description of a species of bird he had never seen before. He finally got the group packed and on the road at about 10 a.m. They soon found the horsemeat left by Clark, but Lewis wanted to make up the time they had lost that morning while collecting the horses. Therefore, he packed up the horsemeat and kept the group moving until 1 o'clock. He then allowed

the men to rest and dine on the horsemeat. Unfortunately, Private Lepage allowed Lewis' packhorse to stray and Lewis again delayed the group's departure to search for the horse. At 3 p.m. he decided to leave two good men behind to continue the search while he continued west with the remainder of the group. The men made about 15 miles before they stopped to camp. That night they dined well on the remainder of the horsemeat.

The next day, 21 September, Captain Clark's first priority was to send help back to his friend Lewis and the remainder of the Corps of Discovery. He loaded a packhorse with roots and three large Salmon and sent it with Private Reubin Field back into the mountains to find Lewis. Clark spent the remainder of the day gathering intelligence from the Nez Perce about the route to the Pacific. The camp elders made up a map for Clark that showed the route to the Pacific. They also informed him of a greater chief that lived near the river to the west. Clark then traveled to the camp of Chief Twisted Hair on the Clearwater River just to the south of present-day Orofino, Idaho. He arrived there about 11 p.m., and it appears that Clark and Chief Twisted Hair struck up an almost immediate friendship. Clark also met another individual who, unbeknownst to the corps, became very influential in the survival of the corps. Clark simply referred to her as a squaw. Nez Perce tradition calls her Watkuweis, or "Gone from home and come back." She had spent time earlier as a captive of white men, yet seemed to have an overall positive impression of the strange people from the east. Later, when the Nez Perce elders discussed whether they should continue to befriend the white men or kill them, hers was the influential voice that convinced the elders to do them no harm.

That same day, Lewis delayed his group's departure to allow time for the two men sent back for the missing horse to catch up. He waited until 11 a.m. and then moved out, even though the missing men and horse had not arrived. Despite their leisurely morning of rest, the group was only able to make 11 miles that day. The road was extremely bad, and the march quickly tired the worn-out men and horses. Lewis was able to provide his men with a "hearty meal" that evening. They dined on a wolf, a few grouse, some crayfish, and the last of the horsemeat. Despite the good meal that night, Lewis expressed some concern about the next day in his journal entry. Perhaps he felt the men had only one more day left in them before they collapsed from exhaustion and sickness. He seemed determined to get them out of the mountains the next day. He was worried about procuring another day's supply of food and closed his journal entry with a deep concern about his and the men's health.

Lewis wanted to get an early start the next morning, their 12th day in the mountains. He had directed the horses hobbled the night before, but once again,

one man failed to comply. It was 11 a.m. before they could get on the road. However, this did allow the two men left hunting the other horse time to finally catch up with the group. They had found the missing horse and retrieved the baggage it had carried. Unfortunately, they later not only lost that horse again, but also the one they had taken back with them. They consequently marched into camp carrying the recovered baggage on their backs. Good news came a few miles farther to the west that morning when Lewis' party met Reubin Field with the packhorse loaded with food. Later that day they marched out onto the prairie. Lewis had "triumphed over the mountains."

Clark had spent that same day, 22 September, briefly exploring the Clearwater River looking for trees suitable for canoes. He and Chief Twisted Hair had then returned to the Weippe Prairie, hoping to join Lewis and the remainder of the corps. On the return trip, Clark, riding a borrowed horse, was thrown three times, which gave him a bad limp for several days. The two captains met that evening at the Nez Perce village near present-day Weippe, Idaho. Clark probably wanted to share what he had learned about the route to the Pacific and to develop future plans with Lewis, but he realized Lewis first needed to eat and rest. Remembering his experience with eating too much his first day out of the mountains, Clark warned Lewis about the danger of overeating. However, Lewis failed to heed the warning and suffered the consequences.

Vignette 1: "I find myself verry unwell all the evening from eateing the fish & roots too freely..." (Captain Clark, 20 September 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 5, 223.)

Vignette 2: "we had proceeded about 2 miles when we found the greater part of a horse which Capt Clark had met with and killed for us. he informed me by note that he should proceed as fast as possible to the leavel country which lay to the S.W. of us, which we discovered from the highs of the mountains on the 19th there he intended to hunt untill our arrival. at one oclock we halted and made a hearty meal on our horse beef much to the comfort of our hungry stomachs. here I larnt that one of the Packhorses with his load was missing and immediately dispatched Baptiest Lapage who had charge of him, to surch for him. he returned at 3 OC without the horse. The load of the horse was of considerable value consisting of merchandize and all my stock of winter cloathing. I therefore dispatched two of my best woodsmen in search of him..." (Captain Lewis, 20 September 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 5, 218.)

Vignette 3: “we killed a few Pheasants, and I killed a prairie woolf which together with the ballance of our horse beef and some crawfish which we obtained in the creek enabled us to make one more hearty meal, not knowing where the next was to be found... I find myself growing weak for the want of food and most of the men complain of a similar deficiency, and have fallen off very much...” (Captain Lewis, 21 September 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 5, 226.)

Vignette 4: “Notwithstanding my positive directions to hubble the horses last evening one of the men neglected to comply. he plead ignorance of the order. this neglect however detained us untill ½ after eleven Ock at which time we renewed our march, our course being about west...” (Captain Lewis, 22 September 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 5, 228.)

Vignette 5: “the pleasure I now felt in having tryumphed over the rocky Mountains and decending once more to a level and fertile country where there was every rational hope of finding comfortable subsistence for myself and party can be more readily conceived than expressed, nor was the flattering prospect of the final success of the expedition less pleasing...” (Captain Lewis, 22 September 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 5, 229.)

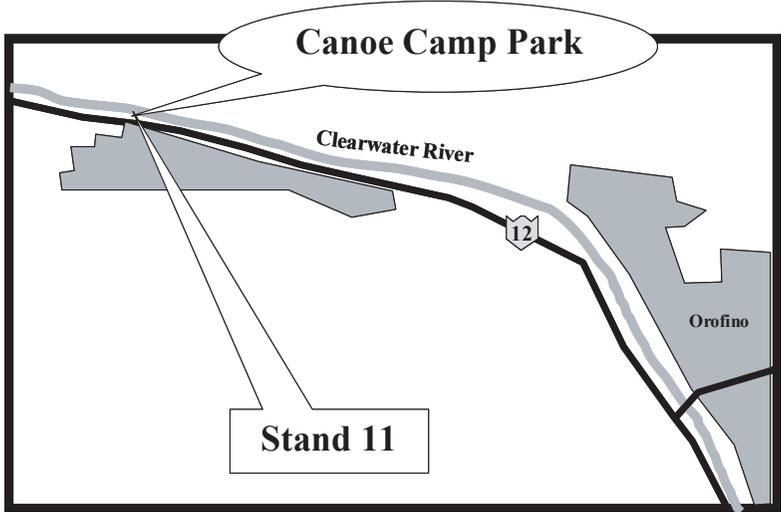
Vignette 6: “I found Capt Lewis & the party Encamped, much fatigued, & hungry, much rejoiced to find something to eate of which They appeared to partake plentifully. I cautioned them of the Consequences of eating too much...” (Captain Clark, 22 September 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 5, 230.)

Vignette 7: “Capt. Lewis & 2 men verry Sick this evening...” (Captain Clark, 23 September 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 5, 232.)

Teaching Point:

Host Nation Support. Lewis placed much value on *host nation support* in his logistics planning. One of the best examples is the importance the captains placed on finding the Shoshone Indians before attempting to cross the Rocky Mountains. Did Lewis’ logistics planning take into account the critical support the Nez Perce provided to the Corps of Discovery?

**Day 5
Stand 11
(Clearwater River)**



◆ ——— ◆
0 Scale Miles 1

Map 5-7

Stand 11
Clearwater River
(23 - 25 September 1805)

Directions: Return to Greer and proceed north on US 12. Pass through Orofino, Idaho, and enter Canoe Camp Park. Walk to the reproduction of the dugout canoe.

Orientation (See Visual 5-6, Appendix D): The captains called today's Clearwater River the Kooskooskee River. The Corps of Discovery came down from the mountain prairie to the river, then paralleled the river to this vicinity.

Situation: The Corps of Discovery spent the remainder of 23 September 1805 giving gifts, trading, and making speeches with the Nez Perce Indians. Then on the 24th they moved down to the Clearwater River. During the move, Lewis and several men were very sick, and the others had to hold them on their horses. All of this was probably very entertaining to the Nez Perce. Most of what we know about this phase of the journey comes from the journal entries of Captain Clark, Sergeants Gass and Ordway, and Private Whitehouse. Unfortunately, Lewis either stopped writing for several weeks or his journals for this time period were lost. Clark was worried about the onset of winter and wanted to be on the move again. He also needed Lewis to assist in the planning and preparation of the move. He therefore administered to Lewis a frequent regimen of the powerful Rush's "Thunderclappers" to purge his body and hopefully make him well. However, Lewis was too sick again on the 25th to do anything but lie around. Meanwhile, Clark and Twisted Hair hunted for trees, which they found several miles downstream, to make into canoes.

On 26 September, Clark moved the corps to the area where he had found the large trees, which, in time, they called Canoe Camp. They remained at the camp for 10 days, working the large ponderosa pine logs into canoes. It is believed that, along with Lewis, up to half of the corps was sick. The canoe work was difficult for those well enough to participate. Lack of food was once again a challenge. The area around the camp was steep and dry and lacked an abundance of game. The party survived by bartering with the Nez Perce for salmon, camas roots, and camas bread. The journal entries also mentioned the eating of "a fat dog," a coyote, and horse soup. Interestingly, no mention is made of Sacagawea during this time. It is unknown whether she was numbered among the sick or the well.

By 1 October, most of the men had recovered sufficiently to resume work. However, Lewis was apparently not well enough to walk around until 4 October.

The corps made final preparations to depart the Canoe Camp and the Nez Perce on 6 October 1805. The men dug a large cache for extra supplies and made arrangements for the Nez Perce to care for their horses. Clark shaved the foreman of all the horses and branded them “U.S. Capt. M. Lewis” to identify them later. The next day, 7 October 1805, the soldiers packed their canoes and prepared to depart on their final westward trek down the Clearwater, Snake, and Columbia Rivers to the Pacific Ocean. It had taken 40 horses to get the corps and its supplies over the mountains. All was now packed into five canoes, which must have sat dangerously low in the water. Twisted Hair, who had agreed to accompany them for a time, wisely decided to walk on the shore. The corps departed Canoe Camp at 3 p.m.; now, for the first time in 18 months, they moved with the flow of the river. One month later, on 7 November 1805, Clark finally saw the broad estuary of the Columbia River flowing into the Pacific Ocean. The corps had fulfilled President Jefferson’s dream of crossing the continent.

Vignette 1: “We assembled the principal Men as well as the Chiefs and by Signs informed them where we came from where bound our wish to inculcate peace and good understanding between all the red people &c. which appeared to Satisfy them much...” (Captain Clark, 23 September 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 5, 231.)

Vignette 2: “the party in general are So weak and feeble that we git along Slow with the canoes...” (Private Whitehouse, 30 September 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 11, 336.)

Vignette 3: “We are all in high spirits expecting we shall be able to descend the River tomorrow. This place we named Canoe Camp...” (Private Whitehouse, 6 October 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 11, 339.)

Vignette 4: “Great joy in camp we are in *View* of the *Ocian*, this great Pacific Octean which we have been So long anxious to See...” (Captain Clark, 7 November 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 6, 33.)

Teaching Points:

Loyalty and Duty. Lewis' preparation for the expedition included a two-week course on medical treatment from the most talented medical minds in the country. Lewis, in turn, passed on his knowledge to Clark. During the course of the expedition, the captains delivered a baby and treated various illnesses and injuries. Journal entries also note the captains massaging and pulling thorns from the men's feet. The value of the early 19th-century medical treatments was dubious at best and often did more harm than good. However, what can we learn about the Army values of *loyalty* and *duty* from the captains' determination to provide the best medical care contemporary science had to offer and the Corps of Discovery's ability to survive in the wilderness?

The US Army's Contribution to the Success of the Expedition. Evaluate President Jefferson's original decision to turn to the Army for the mission of exploring the West. What factors allowed the Army to complete the mission successfully?

IV. Integration Phase for the Lewis and Clark Staff Ride

As defined in *The Staff Ride* by Dr. William G. Robertson, a staff ride consists of three phases. The first phase is “The Preliminary Study Phase.” This phase is conducted before the visit to the battlefield and prepares the student for the visit. It may take various forms, including classroom instruction, individual study, or a combination of the two. The second phase is “The Field Study Phase.” This phase is conducted on the battlefield and better allows students to understand historical events through analysis of the actual terrain. The third and final phase of a staff ride is “The Integration Phase.” No staff ride is complete without an integration phase, and it is critical for the students to understand what happened, why it happened, and, most important, what can be learned from the study of the battle. The staff ride leader can conduct the integration phase on the battlefield immediately after completing the field study phase. However, it is recommended that, when possible, students have some time for personal reflection and thought. Thus the integration phase may best be conducted the day after the field study phase ends.

The staff ride leader can organize the integration phase based on the unit, time available, and training objectives. The leader can conduct the integration phase like an after-action review or may simply lead a discussion with the students on what they learned. The following are potential integration phase topics that the staff ride leader could use.

Army Values. Army values remind us and tell the rest of the world—the civilian government we serve, the nation we protect, even our enemies—who we are and what we stand for. The trust soldiers and DA civilians have for each other and the trust the American people have in us depends on how well we live up to Army values. They are the fundamental building blocks that enable us to discern right from wrong in any situation. Army values are consistent; they support one another. You can’t follow one value and ignore another. (Quoted from FM 22 –100, *Army Leadership*, 2-2).

The Lewis and Clark Expedition exemplified the values that have guided the American soldier to the present day. Thomas Jefferson himself described Meriwether Lewis:

Of courage undaunted, possessing a firmness & perseverance of purpose which nothing but impossibilities could divert from its direction, careful as a father of those committed to his charge, yet steady in the maintenance of order & discipline... honest, disinterested, liberal, of sound understanding and a fidelity to truth so scrupulous that whatever

he should report would be as certain as if seen by ourselves. (Quoted in Stephen E. Ambrose's *Undaunted Courage*, iii.)

“Without the courage, determination, skill, and teamwork, not only of Lewis and Clark, but of each individual soldier, the Corps of Discovery would have fallen far short of its objective and may well have encountered disaster. The Spirit of the Corps lives on in the soldiers and values of today's Army.”*

Loyalty. Bear true faith and allegiance to the US Constitution, the Army, your unit, and other soldiers. Since before the founding of the republic, the Army has respected its subordination to its civilian political leaders. This subordination is fundamental to preserving the liberty of all Americans. You began your Army career by swearing allegiance to the Constitution, the basis of our government and laws. Beyond your allegiance to the Constitution, you have an obligation to be faithful to the Army—the institution and its people—and to your unit or organization. (Quoted from FM 22 –100, *Army Leadership*, 2-2).

Few examples illustrate loyalty to country and institution as well as the examples of Lewis and Clark on their epic journey into the unknown. Discuss what the modern officer or soldier can learn about loyalty from a study of the Lewis and Clark Expedition.

Duty. Fulfill your obligations. Duty begins with everything required of you by law, regulation, and orders; but it includes much more than that. Professionals do their work not just to the minimum standard, but to the very best of their ability. Soldiers and DA civilians commit to excellence in all aspects of their professional responsibility so that when the job is done they can look back and say, “I couldn't have given any more.”

Army leaders take the initiative, figuring out what needs to be done before being told what to do. What's more, they take full responsibility for their actions and those of their subordinates. Army leaders never shade the truth to make the unit look good—or even to make their subordinates feel good. Instead, they follow their higher duty to the Army and the nation. (Quoted from FM 22 –100, *Army Leadership*, 2-4.)

Captains Lewis and Clark understood and fulfilled their duty to the Army and to the soldiers they commanded. Discuss what you can learn from their example.

Respect. Treat people as they should be treated. Respect for the individual forms the basis for the rule of law, the very essence of what makes

* This paragraph is from the U.S. Army Center of Military History's brochure (CMH Pub 70-75-1) written by David W. Hogan, Jr. and Charles E. White.

America. In the Army, respect means recognizing and appreciating the inherent dignity and worth of all people. This value reminds you that your people are your greatest resource. Army leaders honor everyone's individual worth by treating all people with dignity and respect.

As America becomes more culturally diverse, Army leaders must be aware that they will deal with people from a wider range of ethnic, racial, and religious backgrounds. Effective leaders are tolerant of beliefs different from their own as long as those beliefs don't conflict with Army values, are not illegal, and are not unethical. As an Army leader, you need to avoid misunderstandings arising from cultural differences. Actively seeking to learn about people and cultures different from your own can help you do this. Being sensitive to other cultures can also aid you in counseling your people more effectively. You show respect when you seek to understand your people's background, see things from their perspective, and appreciate what's important to them.

As an Army leader, you must also foster a climate in which everyone is treated with dignity and respect regardless of race, gender, creed, or religious belief. Fostering this climate begins with your example: how you live Army values shows your people how they should live them. However, values training is another major contributor. Effective training helps create a common understanding of Army values and the standards you expect. When you conduct it as part of your regular routine—such as during developmental counseling sessions—you reinforce the message that respect for others is part of the character of every soldier and DA civilian. Combined with your example, such training creates an organizational climate that promotes consideration for others, fairness in all dealings, and equal opportunity. In essence, Army leaders treat others as they wish to be treated.

As part of this consideration, leaders create an environment in which subordinates are challenged, where they can reach their full potential and be all they can be. Providing tough training doesn't demean subordinates; in fact, building their capabilities and showing faith in their potential is the essence of respect. Effective leaders take the time to learn what their subordinates want to accomplish. They advise their people on how they can grow, personally and professionally. Not all of your subordinates will succeed equally, but they all deserve respect.

Respect is also an essential component for the development of disciplined, cohesive, and effective warfighting teams. In the deadly confusion of combat, soldiers often overcome incredible odds to accomplish the mission and protect the lives of their comrades. This spirit of selfless service and duty is built on a soldier's personal trust and regard

for fellow soldiers. A leader's willingness to tolerate discrimination or harassment on any basis, or a failure to cultivate a climate of respect, eats away at this trust and erodes unit cohesion. But respect goes beyond issues of discrimination and harassment; it includes the broader issue of civility, the way people treat each other and those they come in contact with. It involves being sensitive to diversity and one's own behaviors that others may find insensitive, offensive, or abusive. (Quoted from FM 22 –100, *Army Leadership*, 2-5.)

The members of the Corps of Discovery exemplified the Army value of respect by treating everyone with dignity and respect. Discuss how this contributed to the success of the operation.

Selfless Service. Put the welfare of the nation, the Army, and subordinates before your own. You have often heard the military referred to as “the service.” As a member of the Army, you serve the United States. Selfless service means doing what's right for the nation, the Army, your organization, and your people—and putting these responsibilities above your own interests. The needs of the Army and the nation come first. This doesn't mean that you neglect your family or yourself; in fact, such neglect weakens a leader and can cause the Army more harm than good. Selfless service doesn't mean that you can't have a strong ego, high self-esteem, or even healthy ambition. Rather, selfless service means that you don't make decisions or take actions that help your image or your career but hurt others or sabotage the mission. The selfish superior claims credit for work his subordinates do; the selfless leader gives credit to those who earned it. The Army can't function except as a team, and for a team to work, the individual has to give up self-interest for the good of the whole. (Quoted from FM 22 –100, *Army Leadership*, 2-6.)

The captains always placed their country's interests first and their own second. Discuss how today's Army leaders can benefit from their example.

Honor. Live up to all the Army values. Honor provides the “moral compass” for character and personal conduct in the Army. Though many people struggle to define the term, most recognize instinctively those with a keen sense of right and wrong, those who live such that their words and deeds are above reproach. The expression “honorable person,” therefore, refers to both the character traits an individual actually possesses and the fact that the community recognizes and respects them.

Honor holds Army values together while at the same time being a value itself. Together, Army values describe the foundation essential to develop

leaders of character. Honor means demonstrating an understanding of what's right and taking pride in the community's acknowledgment of that reputation. Military ceremonies recognizing individual and unit achievement demonstrate and reinforce the importance the Army places on honor.

For you as an Army leader, demonstrating an understanding of what's right and taking pride in that reputation means this: Live up to all the Army values. Implicitly, that's what you promised when you took your oath of office or enlistment. You made this promise publicly, and the standards—Army values—are also public. To be an honorable person, you must be true to your oath and live Army values in all you do. Living honorably strengthens Army values, not only for yourself but for others as well: all members of an organization contribute to the organization's climate. By what they do, people living out Army values contribute to a climate that encourages all members of the Army to do the same.

How you conduct yourself and meet your obligations defines who you are as a person; how the Army meets the nation's commitments defines the Army as an institution. For you as an Army leader, honor means putting Army values above self-interest, above career and comfort. For all soldiers, it means putting Army values above self-preservation as well. This honor is essential for creating a bond of trust among members of the Army and between the Army and the nation it serves. Army leaders have the strength of will to live according to Army values, even though the temptations to do otherwise are strong, especially in the face of personal danger. (Quoted from FM 22 –100, *Army Leadership*, 2-7.)

The captains lived in an age when life without honor was worse than death. They acted based on values, which they had clearly made their own: loyalty to their fellow soldiers; the duty to stand by them, regardless of the circumstances; and the personal courage to act, even in the face of great danger. Discuss the role that honor plays in today's Army.

Integrity. Do what's right—legally and morally. People of integrity consistently act according to principles—not just what might work at the moment. Leaders of integrity make their principles known and consistently act in accordance with them. The Army requires leaders of integrity who possess high moral standards and are honest in word and deed. Being honest means being truthful and upright all the time, despite pressures to do otherwise. Having integrity means being both morally complete and true to yourself. As an Army leader, you're honest to yourself by committing to and consistently living Army values; you're honest to others by not presenting yourself or your actions as anything other than

what they are. Army leaders say what they mean and do what they say. If you can't accomplish a mission, inform your chain of command. If you inadvertently pass on bad information, correct it as soon as you find out it's wrong. People of integrity do the right thing not because it's convenient or because they have no choice. They choose the right thing because their character permits no less. Conducting yourself with integrity has three parts: separating what's right from what's wrong, always acting according to what you know to be right, even at personal cost, and saying openly that you're acting on your understanding of right versus wrong.

Leaders can't hide what they do: that's why you must carefully decide how you act. As an Army leader, you're always on display. If you want to instill Army values in others, you must internalize and demonstrate them yourself. Your personal values may and probably do extend beyond the Army values, to include such things as political, cultural, or religious beliefs. However, if you're to be an Army leader and a person of integrity, these values must reinforce, not contradict, Army values. (Quoted from FM 22-100, *Army Leadership*, 2-8.)

The captains understood the value of integrity. They made their principles known and consistently acted in accordance with them. Discuss what we can learn from their example.

Personal Courage. Face fear, danger, or adversity (physical or moral). Personal courage isn't the absence of fear; rather, it's the ability to put fear aside and do what's necessary. It takes two forms, physical and moral. Good leaders demonstrate both.

Physical courage means overcoming fears of bodily harm and doing your duty. It's the bravery that allows a soldier to take risks in combat in spite of the fear of wounds or death.

In contrast, moral courage is the willingness to stand firm on your values, principles, and convictions—even when threatened. It enables leaders to stand up for what they believe is right, regardless of the consequences. Leaders who take responsibility for their decisions and actions, even when things go wrong, display moral courage. Courageous leaders are willing to look critically inside themselves, consider new ideas, and change what needs changing.

Moral courage is sometimes overlooked, both in discussions of personal courage and in the everyday rush of business. Situations requiring physical courage are rare; situations requiring moral courage can occur frequently. Moral courage is essential to living the Army values of integrity and honor every day.

Moral courage often expresses itself as candor. Candor means being frank, honest, and sincere with others while keeping your words free from bias, prejudice, or malice. Candor means calling things as you see them, even when it's uncomfortable or you think it might be better for you to just keep quiet. It means not allowing your feelings to affect what you say about a person or situation. (Quoted from FM 22 –100, *Army Leadership*, 2-9.)

At times physical and moral courage blended together during the corps' journey into the unknown. The captains understood that doing the right thing might not only be unpopular, but dangerous as well. Discuss how the captains demonstrated personal courage and what we can learn from their example.

V. Support for a Lewis and Clark Staff Ride

1. Information and Assistance.

a. The Staff Ride Division of the Combat Studies Institute at Fort Leavenworth can provide advice and assistance on every aspect of the expedition. Resources include files of historical data, detailed knowledge of the expedition, and familiarity with the route.

Address:
US Army Command and General Staff College
Combat Studies Institute
ATTN: ATZL-SWI
Fort Leavenworth, Kansas 66027-6900
Telephone:
DSN 552-2122/2080 Commercial (913) 684-2122/2080
www-cgsc.army.mil/csi/index.htm

b. Lewis and Clark Interpretive Center. The center includes a permanent exhibit hall, a theater, retail store, and a traveling exhibit hall. The exhibits detail the 1804-1806 journey of the Lewis and Clark Expedition with focus on their interactions with the Plains Indians. There is a fee to enter the center, and prior coordination, especially for large groups, is recommended.

Address:
Lewis and Clark Interpretive Center
4201 Giant Springs Road
Great Falls, MT
Phone: 406- 727-8733
www.fs.fed.us/r1/lewisclark/recreation/lcic/lcic.shtml

c. Boat Tours, Gates of the Mountains. Facilities include a gift shop, restrooms and picnic facilities. Tour personnel can assist with brochures and information about this portion of the expedition. Prior coordination, especially for large groups, is recommended.

Address:
Gates of the Mountains
P.O. Box 478
Helena, MT 59624
Phone: 406-458-5241
www.gatesofthemountains.com

d. Sacajawea [Sacagawea] Interpretive Cultural and Education Center. Facilities include a small museum, gift shop, restrooms, picnic facilities, and a walking tour. Park personnel can assist with brochures and information about this portion of the expedition. Prior coordination, especially for large groups, is recommended.

Address:
Sacajawea Center
200 Main St.
Salmon, Idaho 83467
Phone: 208-756-1188
www.sacajaweacenter.org

e. Travelers' Rest State Park. Facilities include a small museum, restrooms, and a walking tour. Park personnel can assist with brochures and information about this portion of the expedition. Prior coordination, especially for large groups, is recommended.

Address:
Travelers' Rest State Park
6550 Mormon Creek Road
P.O. Box 995
Lolo, MT 59847
Phone: 406-273-4253
www.travelersrest.org

f. Lolo Trail and Lolo Pass Visitor Center includes a small museum, restrooms and a walking tour. Park personnel can assist with brochures and information about the Lolo Trail. Prior coordination, especially for large groups, is recommended.

Address:
Lolo Trail and Lolo Pass Visitor Center
Highway 12
Lolo, MT 59847
Phone: 208-942-3113

2. Logistics.

a. Meals. Restaurants, grocery stores, and fast-food establishments are available along the route in most of the towns in Montana and Idaho. However, driving times between towns can be significant, and stops should be planned in advance.

b. Lodging. Most of the larger towns include hotel and motel accommodations. The staff ride itinerary (Section III of this handbook) includes recommended start and stop locations for each day of the trip.

c. Medical. Most of the larger towns include medical facilities.

3. Other considerations.

a. Do not trespass on private property without prior approval from the owner.

b. Make provisions for liquids and food, since much of the expedition route is in rural areas.

c. Ensure that your group has proper clothing for inclement weather. Violent thunderstorms can occur in any season. The recommended time window for a visit to the area is June to September.

d. Plan your driving routes and timetables carefully (the Combat Studies Institute can provide assistance in planning).